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ORGANIZATIONAL STRUCTURE, ORGANIZATIONAL ROLE, AND
RIGHT-WING EXTREMIST TENDENCIES: AN EMPIRICAL ANALYSIS

by



KENNETH SCOTT

A THESIS

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The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies for acceptance, a thesis entitled Organizational Structure, Organizational Role and Right-Wing Extremist Tendencies: An Empirical Analysis, submitted by Kenneth Scott in partial fulfillment of the requirements for the degree of Master of Business Administration.

ABSTRACT

The literature cited in this study suggests that owners of small businesses are susceptible to right-wing extremist tendencies. Much of the empirical evidence in the literature to support such suggestions is based on historical studies of voting patterns in Nazi Germany, Mussolini's Italy, the Poujadist movement in France, and the McCarthyist movement in the United States. The study presented here attempted to show contemporary empirical evidence relating small business owners to right-wing extremist attitudes. It was hypothesized that organizational structure (bureaucratic or non-bureaucratic) and organizational role (owner, manager or employee) had an effect on an individual's right-wing extremist attitudes. The study categorized each of two hundred and ninety-nine pharmacists in Edmonton, Alberta, into one of the two organizational structure categories, and one of the three organizational role categories, and then measured the relationship between each category and a measure of right-wing extremist attitude.

Analysis of data showed that although directional support for the contention of the literature could be demonstrated, such observations were not significant at the 0.05 level of significance. The study found that the directional relationship was affected to some extent by the

intervening variables age, ethnic origin, and sex of respondent.

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CHAPTER ONE

INTRODUCTION AND REVIEW OF LITERATURE

I INTRODUCTION

Many authors have attempted to identify the basis of support for right-wing extremist movements. Several authors have described a link between individuals who occupy the roles of small businessmen and individuals who give early support to right-wing extremist movements. Generally these authors have described small businessmen's discontent and dissatisfaction with aspects of the existing social, economic, and political order and a dissonant relationship between the small businessman's ideology and his view of modern society. In perceiving a loss of power and prestige, the small businessmen may seek to change modern society to better conform to his entrepreneurial ideology by supporting right-wing extremist movements that promise a return to more favorable conditions of the past.

This study will attempt to validate the above hypothesis that small businessmen are more right-wing extreme than are the managers of bureaucratic organizations. Right-wing extremist attitudes of small business owners and their fellow middle class salaried managers of large bureaucratic organizations, will be measured and

tested to see if the small business owners are more right-wing extreme than their bureaucratic counterparts.

The remainder of this chapter reviews the literature that provides theoretical and empirical support for the statement that small businessmen are more susceptible to right-wing extremist tendencies than are the managers of large bureaucratic organizations.

II REVIEW OF THE LITERATURE

Lipset¹ explains that extremist movements have much in common. "They appeal to the disgruntled and the psychologically homeless, to the personal failures, the socially isolated, the economically insecure, the under-educated, unsophisticated and authoritarian persons at every level of society".² Lipset feels, however, that various types of extremism can be differentiated according to their social base: working, upper or middle class. Each of the three major social strata has both a democratic and an extremist political expression. The extremist expression of the centre or middle class is the classic fascist movement.

The centre stratum is backed by the middle classes, especially small businessmen and white collar workers. Lipset describes the characteristic tendencies of the middle class as being: economically - a commitment

to laissez-faire ideology, a belief in the vitality of small business, opposition to strong trade unions; politically - a demand for minimum government intervention and regulation; socially - support for equal opportunity for achievement, opposition to aristocracy, and opposition to enforced equality of income; and culturally - anti-clericalism, and anti-traditionalism. These tendencies are characteristic of the middle classes regardless of whether it is a democratic or extremist middle class movement.

Extremist middle-class movements, Lipset explains, are basically a protest against both capitalism and socialism, big business and big unions. In large-scale industrialism, big business and big unions play an integral part and their central position has been achieved at the expense of the middle class small businessmen. Such loss in the relative position of the middle class arouses resentment against current social and economic trends. Thus the desire of the middle class to retain an important place for itself and its social values is a reaction to large-scale industrialism. Such a reaction is perceived by small businessmen as being futile through the normal parliamentary channels and those members of the middle class who are most adversely affected by industrialisation will turn to extremist political movements as an outlet for the stratification strains of the middle class in a mature industrial order".³ They see such movements as a

method of restoring their previous economic security and social status and as a method of reducing the power and status of big capital and big labor. Individuals who are most susceptible to extremist movements of the middle class are those with a low level of sophistication (little education and isolation from varied experiences) and a high degree of insecurity. Such a political force, Lipset⁴ describes as status politics (appeals to the resentments of individuals or groups who desire to maintain or improve their social status), as opposed to class or interest politics (political division based on the traditional discord between the left and the right, between those favouring a redistribution of income and those favouring preservation of the status quo).

Gusfield⁵, in writing on the bases of extremist politics stresses that "extremist politics may be expected in modern societies as a response of those adversely affected by the changes towards a mass society and most insulated from mass institutions".⁶ He explains that such individuals have a lack of attachment to primary and secondary institutions and this detachment results in alienation. Mass society per se can arouse support for either democratic political norms or extremist political norms but it is isolation from mass society that arouses support for extremist politics. When individuals do not have access to primary or secondary institutions they

become alienated and isolated from the existing democratic order and will support movements that advocate violation or disruption of democratic order. Gusfield identifies two classes of groups that can become candidates for extremist appeals: disenfranchised classes who, because of social and economic changes are excluded from the political process; and doomed or defeated classes who because of social and economic changes have lost or are losing a position of power. Typical of both groups, to some degree, is the contemporary small businessman. In a world of increasing industrialism, the small businessman perceives that he is left out of modern society and can see no immediate reversal or retardation in the current societal trend.

Small businessmen tend to be more susceptible to feelings of isolation from modern society than do their fellow middle class white collar business managers. C. Wright Mills⁷ in describing the transformation of the old middle class (primarily entrepreneurial) to a new middle class (primarily salaried) stresses the consequent loss of social position of the small businessman. Societal changes "have splintered and refashioned his world into an alien shape".⁸ The small businessman no longer holds a central role in the social structure and he no longer is a model of aspiration for other segments of the society. While relatively stable as an aggregate,

this loss of power and prestige has caused in individual enterprises and their owner-managers, feeling of status anxiety and insecurity.

Kurt Mayer⁹ elucidates the plight of the small businessman in modern society as:

"Small businessmen as a group are losing the top position in the social hierarchy which was formerly theirs; they are being supplanted by, and subordinated to, a small group of big business managers. [The small businessman's] elbowroom is being narrowed down; his chance to exercise initiative, courage, and energy, which are the characteristics of true "enterprise", are diminishing. The chances to express one's personality are very definitely declining in small business. Though the small entrepreneur clings to the status symbols of business ownership, it is a status devoid of opportunities for self-fulfillment. Economic satisfactions cannot fully replace the vanishing social and psychological rewards".¹⁰

From Mayer's point of view, the small businessman is a marginal man in a world of increasing big business. The conditions of the small businessman in modern society, as described by Mills and Mayer are similar to the conditions described by Lipset and Gusfield as a basis for support of right-wing extremist movements.

Kornhauser¹¹ links the small businessman directly to mass movements. "Big business as a whole occupies a central position in industrial democracies, and therefore except for its more marginal elements has not been especially attracted to mass movements. Small business, on the other hand, increasingly is marginal in modern

society and as a result has been more susceptible to mass movements".¹² Small business is finding it more and more difficult to compete in a world of increasing big government, big business, and big labor. Big business, on the other hand, is able to find the climate of centralization and rationalization more comfortable. Big business is able to maintain its power position in a world of bigness through amalgamations, integration, diversification, and rational technology. Marginal small business is not, in general, able to afford such options. The owners of small business, therefore, are becoming increasingly isolated from modern society through the loss of relative power, status and prestige because of territorial encroachment by big business, labor, and government. Isolation from society frees individuals to seek new answers to their perceived misfortune. Such individuals "find in the activism and millenarianism of mass movements more promising 'solutions' to their plight than they do in the particular images of economic interest groups".¹³ The small businessman "is truly the marginal man in the industrialized society, and therefore he is readily available for nihilistic mass movements".¹⁴

John Bunzel¹⁵ reaches a similar conclusion in describing the effect of organizational role on political attitudes. Bunzel describes small business owners as the contemporary equivalent of a pre-industrialized rural

society. Small businessmen share many of the values and ideas that are usually identified with the "agrarian spirit" - individualism, provincialism, isolationism and parochial preoccupation in the community. Such values are dissonant with the contemporary societal trend of centralization of power and control. "Today the biggest worry of small businessmen is that the system of individual enterprise, of which he considers himself to be the hub, is well on its way to being destroyed".¹⁶ He feels his entire way of life is being undermined by big labor, business and government. Hostility and bitterness toward this societal trend are accompanied with feelings of powerlessness to alter the situation. Confronted with this threat, the small businessman may modify his political attitudes and support a right-wing extremist movement that 'promises' a halt or reversal in the societal trend to centralization.

Big business, on the other hand, does not perceive society in such a threatened manner. Managers of big business did not previously enjoy a position of prestige and power. The bigness of business has offered them a position with steady income and security. Attachment to their organization or institution gives them a source of economic, social and political power. They will be more reluctant to support a right-wing extremist movement that espouses a return to a pre-existing order. "Big business is less right-wing than small business, (the small

businessman) says, because its managers do not need to be right-wing. But the proprietor must be right-wing or he will cease to be. He has a motive, the big corporation president does not".¹⁷

Martin Trow¹⁸ also describes the small businessman's fear of the dominant trend of industrialization in contemporary society. The small businessman's economic and status security is continually threatened by large institutions and the societal trend to more and larger institutions. "Small businessmen in our society disproportionately tend to develop a generalized hostility toward a complex of symbols and processes bound up with industrial capitalism: the steady growth and concentration of government, labor organizations, and business enterprises; the correlative trend toward greater rationalization of production and distribution; and the men, institutions, and ideas that symbolize these secular trends of modern society".¹⁹

Managers of bureaucratic organizations, on the other hand, do not develop the hostility felt by small businessmen. "Salaried employees are in general not alienated from the dominant trends and institutions of modern society; these trends and developments of concentration, specialization, rationalization, and bureaucratization have created the class of salaried employees and are its natural habitat".²⁰

Bureaucrats, Trow explains, react to short-run

crises that may affect their salaried livelihood: unemployment, inflation and depression, but small businessmen may react to long-range tendencies and the direction of development of the economy - against the society itself rather than merely to failures of the economy. In a society of continuing concentration and centralization, small businessmen will show more dissatisfaction with the social political and economic order than will managers of large businesses.

In questioning the assumptions of the aforementioned theories identifying small businessmen as supporters of right-wing extremist movements, Rogers and Berg²¹ offer a modified theory to the literature. They argue that at least three types of differentiation must be made between various small businessmen.

1. There is no a priori reason for assuming that all small businessmen make the same demands of their work situation (even in the same industry).
2. Not all small businessmen, even in the same industry, experience the same type of relationship with a parent company, the same kinds of risks in local retail markets, or run their businesses in the same way.
3. The ideologies of the spokesmen of small businessmen may differ from the ideologies of the rank-and-file small businessmen.

Rogers and Berg suggest "that small businessmen do accommodate to their situation and that they do so in part by deriving satisfactions from their work in ways that are not taken into account by [the] writers".²² In other words, small businessmen reduce their dissonant relationship

between their ideology and the trends of modern society by altering their ideology, not by attempting to alter society as the previous authors have suggested. Rogers and Berg's criticism of other authors' overlooking the differences between small businessmen can be mirrored at their own suggestion that their observation of one group of small businessmen (automobile dealers) can be applied to small businessmen in general. Rogers and Berg present no empirical evidence in their study. Their point, however, of recognising differences between small businessmen (in social, economic, and political satisfaction) is well noted.

In theory then, big business, big labor and big government have been appropriating much of the power that was once controlled by small business. This centralization of power and control in modern society has been perceived by small businessmen as a threat to their values and norms and has aroused feelings of hostility, frustration and alienation towards modern society. In a climate of such feelings, small businessmen may vent their dissatisfactions with societal trends by altering their personal attitudes and becoming susceptible to right-wing movements that "promise" a return to a society, more acceptable to small businessmen. Dissatisfaction with modern society may, however, vary in intensity from small businessman to small businessman.

Managers of large bureaucratic businesses, feel-

ing more secure and comfortable in a climate of industrialization will be less dissatisfied with modern society than small businessmen. The trend toward centralization may, in fact, be perceived by bureaucrats as an occasion for more power, more status, and more opportunity. Bureaucrats will be less susceptible to right-wing extremist movements than the owners of small businesses.

III EMPIRICAL EVIDENCE TO SUPPORT THE LITERATURE

There is some empirical evidence to support the theories that small businessmen are susceptible to right-wing extremist movements and that small businessmen are more susceptible than managers of bureaucratic organizations, to such movements.

In examining historical voting patterns in Germany, Austria, France and the United States, Lipset²³ links right-wing extremist movements to the economic and social environment of the middle classes, typified by small-property owners. "One would expect more middle-class extremism among the self-employed, whether rural or urban, than among white-collared workers, executives, and professionals".²⁴

Specifically, Lipset shows that "as the Nazis grew, the liberal bourgeois centre parties, based on the less traditionalist elements of human society - primarily

small business and white collar workers, - completely collapsed".²⁵ The middle class party that lost the greatest percentage of total vote between 1928 and 1932 was the Wirtschaftspartei, which represented small businessmen and artisans.

Lipset²⁶ and Campbell²⁷ link the right-wing extremist Poujadist movement in France in the mid-1950's to the self employed middle class. The movement founded by M. Poujade was an anti-tax movement of shopkeepers and independent artisans.

Trow²⁸ similarly describes the small businessmen's support of the right-wing McCarthyist movement in the United States in the 1950's. In interviewing nearly eight hundred males in Bennington, Vermont, in 1954 at the height of Joseph McCarthy's power, Trow found that "in every educational category, the small businessman showed a distinctly higher proportion of McCarthy supporters than did the salaried men of similar education".²⁹ Support for McCarthy was determined from the response to a single question that was asked in the course of the interview: "Just speaking of Senator McCarthy's methods of investigation, how do you feel about them? Do you strongly favor them, mildly favor them, mildly oppose them, or strongly oppose them?" Trow interprets his results as consonant with the "mass society" approach that inadequate access to bureaucratic organization and power develops feelings of

alienation from modern society in small businessmen. Such feelings leave the small businessman more susceptible to right-wing appeals.

Joel Nelson³⁰ surveyed the reaction of 704 businessmen (owners and managers) to economic trends in several Minnesota communities (ranging from a size of 1000 persons to over 1,000,000 persons) in order to examine the relative importance of both access to the large-scale industrial bureaucracy and the ownership of risk capital to alienation of businessmen from society. Nelson concluded "that owners are more anomic than managers; bureaucratic affiliations, however, exert no effect on anomie".³¹

Nelson's results confirm Trow's evidence that small businessmen are more susceptible to feelings of powerlessness and status anxiety than are the managers of large organizations, but Nelson contradicts Trow's reasoning that such susceptibility is due to inadequate access to bureaucratic organizations. Rather, anomie (one variant of alienation) is a function of depressed economic circumstances and owner status (holding equity capital in the business). Owners are more committed to their organization by holding risk capital in it. This economic commitment restricts the mobility of the owners of small businesses. Being more immobile, they are more perceptive to and threatened by societal change. A second study by Nelson³² confirms his first study that the prevalence of alienation

among owners is best interpreted as a function of their economic marginality rather than of their isolation from bureaucratic organizations.

Charles Bonjean³³ agrees with Trow and Nelson that owners of small businesses are likely to be more alienated from society than are managers of bureaucratic organizations. Bonjean examined socio-personality characteristics and social participation and involvement of 332 workers, small businessmen, and managers in an American town in 1950. Bonjean found that "workers and independent businessmen were more likely than managers to possess those socio-personality characteristics often identified with the concept 'mass': social isolation, normlessness, anomia, low self-esteem, and general alienation".³⁴ His results suggest that industrialization has modified the social structure of the community by sharply differentiating the "new middle class" (managers) from the "middle mass" (small businessmen and hour-paid workers). In addition to noting that small businessmen show more dissatisfaction with modern society than do managers of bureaucratic organizations, it is interesting to note that his dissatisfactions may be based not only on managers appropriating much of his previous power and prestige, but also on the evidence that blue, collar workers may now be his fellow social class. Bonjean cautions the reader, however, that his results may only apply to the specific community he studied as the special

condition of two large industrial plants moving into the community in his study might not be representative of other communities.

Nolan and Schneck³⁵ in their empirical study of small businessmen and branch managers in Wetaskiwin, Alberta, found that "small businessmen are relatively more susceptible to political attitudes and sentiments that support right-wing extremism than are bureaucratic managers".³⁶ The study used four attitude variables as an indicator of right-wing extremist susceptibility: conservatism, political intolerance, authoritarianism, and alienation.

IV SUMMARY OF CHAPTER ONE

The literature, in attempting to rationalize the bases of support for right-wing extremist movements has described theoretically and with some empirical evidence shown that there is a relationship between small businessmen and right-wing extremist tendencies. In explaining the link, some authors have cited the importance of social-psychological factors such as isolation, alienation, declining power, anomia, status anxiety and authoritarianism. Other authors have cited the importance of economic factors such as holding risk capital, and economic marginality.

In examining the relationship of organizational

structure, organizational role, and right-wing extremism, the approaches of the authors varied from analysis of historical voting patterns to measurement of right-wing tendencies on attitudinal scales. Common to all articles, however, was the attempt to identify a nexus between small business owners and right-wing extremist tendencies.

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CHAPTER TWO

RESEARCH METHODOLOGY

I THEORY AND HYPOTHESIS

In the following empirical analysis this study attempts to measure the right-wing extremist attitudes of a specific sample of Edmonton businessmen - pharmacists. In particular, the study will examine what effects, if any, the two variables - organizational structure and organizational role - have on such attitudes. From the literature reviewed in Chapter One it is tentatively hypothesized that pharmacists who work in organizations with a non-bureaucratic structure will have greater right-wing extremist tendencies than will pharmacists who work in organizations with a bureaucratic structure. Similarly it is tentatively hypothesized that pharmacists who hold share capital in, and manage their own non-bureaucratic businesses will be more susceptible to right-wing extremist tendencies than pharmacists who occupy other organizational roles: employees of non-bureaucratic organizations, managers of bureaucratic organizations, and employees of bureaucratic organizations.

This study will also attempt to measure the possible effects of intervening variables on the above relationships. The intervening variables that will be

examined are age, ethnic origin, sex, education, religion, activity in the church, father's occupation, size of home community, organizational membership in co-ordinated buying group, type of buying group, membership in an employee association, and gross sales of the organization. Table 2-1 summarizes the intended analysis.

TABLE 2-1
SUMMARY OF INTENDED ANALYSIS

Independent Variables

1. Structure of organization: bureaucratic or non-bureaucratic.
2. Occupational role: owner, manager, or employee.

Dependent Variables

1. Right-Wing Extremism as measured by an attitude scale.

Possible Intervening Variables

1. Age
2. Ethnic Origin
3. Sex
4. Education
5. Religion
6. Activity in the Church
7. Father's occupation
8. Size of home community
9. Organizational membership in co-ordinated buying groups
10. Type of buying group
11. Membership in an employee association
12. Organizational gross sales

This study will attempt to hold as many intervening variables constant as possible by using a stratified sample

of:

1. A common professional group (pharmacists)
2. A common city of employment (Edmonton)
3. A common city of residence (Edmonton)

In selecting pharmacists for the sample group several additional socio-economic variables are held relatively constant. Essentially pharmacists have a common basic education. Most will have at least a three or four year Bachelor of Science degree. (A small percentage will hold Pharmacy Diplomas which were offered by most Universities prior to switching to the Bachelor of Science curriculum. In Canada, the Diploma program - generally one or two years of University plus two or three years of apprenticeship, has not been offered for many years.) A sizeable percentage of the sample group will have been educated at a common University since the University of Alberta in Edmonton is the only University with a Pharmacy program between Saskatoon and Vancouver. The great majority of the sample group will have essentially the same basic work routine - dispensing. By law, all will be members of the Alberta Pharmaceutical Association, the Canadian Pharmaceutical Association, and the Edmonton Society of Pharmacists. They will have generally the same exposure to basic trade journals, drug literature, and bulletins in the course of their work routine. Being a

relatively small group, they will share some basic exposure to one another through their work routine, professional associations, and personal friendships.

In addition to this common education, training, and professional role the sample group will have similar social-economic status in the community. Salary is a relatively uniform figure among pharmacists, as it is more or less determined by supply and demand criteria (as opposed to experience, skill, and knowledge criteria.) The public image of a pharmacist is very stereotyped and hence the status ascribed to pharmacists by neighbors, customers and friends will be relatively constant.

By holding these educational, training, professional role, and social-economic status variables relatively constant, this study will much more likely be able to measure the independent effects of organizational role and bureaucratic structure on the individual respondents.

Organizational structure (bureaucratic or non-bureaucratic) will differ for the various respondents, as will organizational role (manager, owner, or employee). This study hopes to measure the impact of this variance on right-wing extremist tendencies.

The owners of small non-bureaucratized businesses will be more involved in and will have more personal interest in their business than will the managers of large bureaucratized businesses, or either of the group of

employees have in the businesses they work for. Owners, according to the literature reviewed in Chapter One, because of feelings of hostility, powerlessness and alienation, should be more susceptible to right-wing appeals than managers of large organizations. It is assumed that to some extent these feelings will also be felt by the employees who work for small businesses. Because of the nature of small business, employees work closely to the owners and this face-to-face relationship should expose employees to the frustrations felt by owners.

The initial null hypothesis of this study is: that there is no significant difference between pharmacists (owners and employees) who work for small, non-bureaucratized businesses and pharmacists (managers and employees) who work for large bureaucratized businesses, in terms of their support for a right-wing extremist ideology.

Within small businesses, the pharmacist owners will be even more personally integrated into the business than will be their employee pharmacist(s). The owners in most cases will be the final decision makers. They will be the individuals who will delegate power to or authorize the purchase of goods. They will be the individuals to authorize or make payment of bills. In the final analysis, they will bear the ultimate responsibility and the risk for the success or failure of their businesses. They therefore will be more subject to right-wing extremist

appeals than will be their employees.

Similarly, within large, bureaucratic businesses, the pharmacist managers will have more organizational power than will their employees. The managers will have added responsibilities and because of their higher position in the organizational hierarchy, will have added sources of organizational information. To some extent they will have some of the functions and duties that owners of small businesses have, and accordingly should experience some of the feelings that owners of small businesses experience. These managers, therefore, will be more subject to right-wing extremist appeals than will their employees. Managers of large bureaucratic organizations will, however, be less subject to right-wing appeals than will owners of small non-bureaucratized businesses.

The second null hypothesis is: that there is no significant difference between the four major organizational roles (manager and employee of large bureaucratized organizations, and owner and employee of small, non-bureaucratized organizations), in terms of support for a right-wing extremist ideology.

Table 2-2 summarizes the two null hypotheses. If the two null hypotheses are rejected, the alternate hypothesis to be accepted, in each case, indicates that there is a significant difference between the right-wing extremist tendencies of those who work in bureaucratic

TABLE 2-2
SUMMARY OF NULL HYPOTHESES

Null Hypothesis	Groups Involved	Variable Measured
#1	Pharmacists (NB*) Pharmacists (B**)	Organizational Structure
#2	Owners (NB) Employees (NB) Managers (B) Employees (B)	Organizational Role
* Non-bureaucratic organization		
** Bureaucratic organization		

organizations and those who work in non-bureaucratic organizations, and that there is a significant difference between right-wing extremist tendencies of pharmacists who occupy different organizational roles.

In the event that alternative hypotheses are accepted, this study will show that, in terms of support for a right-wing extremist ideology,

- a) Pharmacists (NB) > Pharmacists (B), and
- b) Owners (NB) > Managers (B) > Employees (NB) > Employees (B)

II THE SAMPLE

The population was identified using the March 21, 1969 master list of the Alberta Pharmaceutical Association.

This publication listed 326 pharmacists as practising in the city of Edmonton.

Data was obtained by personal interview questionnaires. Generally an appointment was made by telephone in advance of the interview. On arrival, a brief introduction of the interviewer and of the questionnaire was made before the respondent filled out the questionnaire on his own. Total time for introduction and completion of the questionnaire ranged from ten to forty minutes and averaged about twenty minutes.

Classification of the type of organization (bureaucratized or non-bureaucratized) was done by the interviewer in advance of the interview. Although categorizing organizations into these two groups is judgmental, in the case of pharmacies, categorizing was routine. Most pharmacies were clearly described by either the operational definition of bureaucratic organization or by the operational definition of non-bureaucratic organization. The gross sales were estimated by the interviewer at the conclusion of the interview. All other information was supplied by the respondent.

All respondents were employed in the greater Edmonton area. Respondents were interviewed in the period May, 1969 to August, 1969. All respondents were qualified pharmacists, and all were licenced to practice pharmacy in the Province of Alberta. A total of 299 out of the

possible 326 pharmacists answered the questionnaire. Ten pharmacists refused to participate in the project and ten were not contacted. Seven pharmacists on the master list had relocated outside of Edmonton. Respondents were contacted on the basis of convenience to the respondents and to the interviewer. The majority of interviews were conducted in the respondents' place of employment during his work day. Table 2-3 summarizes the sample and population.

TABLE 2-3
THE SAMPLE AND THE POPULATION

	Responded	Refused	Not Contacted	Relocated
Owner (NB)	77	5	4	1
Employees (NB)	97	2	1	3
Managers (B)	58	2	3	1
Employees (B)	67	1	2	2
	299	10	10	7

III OPERATIONAL DEFINITIONS

The operational definitions are those as stated by Russell¹.

a) Non-bureaucratic organization (NB): A non-bureaucratic

organization is one controlled and operated by a pharmacist as owner-manager. It lacks the size, complex control mechanism and supervision systems associated with large bureaucratic organizations. It is characterized by a primary face-to-face association among all employees in the organization. The common corner drug store is most representative of the small non-bureaucratic organization.

b) Bureaucratic Organization: Bureaucratic organizations include hospitals, dispensaries, drug departments in major department stores, and large drug store chains. It is assumed that these organizations employ bureaucratic techniques and control devices under the direction of bureaucratic managers. These managers are directly under the control and supervision of a higher office in a large bureaucratic system. Most often the dispensing of drugs is only a small segment of the over-all function of the organization, making the pharmacist relatively insignificant in terms of total organizational direction.

c) Small entrepreneur: A small entrepreneur is a pharmacist who holds all the equity capital of the business (either singularly or in partnership with others) and is actively engaged in the management of the business. As owners they make all the traditional entrepreneurial decisions and are independent from outside control. Small entrepreneurs are characterized by the investment of risk capital in the organization.

d) Manager: A manager is a pharmacist who is actively engaged in the management of the daily operations of a business but without any equity capital in the organization and without the power to make traditional entrepreneurial or policy decisions. Managers have no risk capital invested in the organization and operate under the constraints and policies set down by the bureaucratic structure.

e) Employees: Employees are pharmacists with duties and responsibilities related only to the preparation and dispensing of drugs, for which he or she was professionally trained. The employee-pharmacist has no control over other operations of the organization, has no managerial responsibilities and is under the supervision of either a manager or manager-owner.

IV STATISTICAL TESTS

In examining the data obtained from the questionnaires on pharmacists attitudes, the data has a normal distribution. When total scores of the attitude measurement for each respondent were calculated and when the absolute, relative and cumulative frequency of these total scores was plotted, a standard bell curve was obtained. The observations fell into a range of forty-one to one hundred and fifteen with a mean of 69.35, a median of 68.18 and a mode of 60.0. Standard deviation was 11.66.

Given satisfaction with the normality of the data, this study will employ the parametric tests as a basis for examination of the hypotheses. The actual statistical technique that will be used for hypothesis testing is the analysis of variance² which analyzes data into component sources : true variation between the means and chance variation. The null hypotheses are formulated that the samples are taken from populations having the same mean. If the variance cannot reasonably be attributed to chance error, the null hypothesis will be rejected and it will be concluded that the samples were taken from populations having different means. The actual measurement statistic will be the F ratio. When F is large (that is, when the variation between the tested means is significantly greater than it should be if it were due only to chance) the null hypothesis will be rejected. The 0.05 level of significance is employed as the criterion in evaluating the F ratio. If a significant F ratio is calculated, the Newman-Keuls³ test will be applied to test the difference between pairs of means.

As discussed, if the test rejects the null hypothesis, the alternate hypothesis that the samples were drawn from populations having different means will be accepted. This difference in means could be due to a "true" difference in means or the effects of sampling error. A third factor that could cause differences in

means is the effect of intervening variables, the possible effects of various intervening variables will be examined through the use of contingency tables. Such tables should clarify the various inter-variable relationships in the data. The measurement statistic that will be used to test the significance of the contingency tables will be the Chi-Square test⁴. Chi-Square measures the degree of agreement between the frequency of values that are observed in the table and the frequency of values that would be expected to be observed. The 0.05 level of significance will be used as the criterion in evaluating Chi-Square.

If, through the use of these contingency tables, suspicion is aroused about the relationship between one or more of the intervening variables and the hypothesis, further tests will be conducted on such variables using analysis of variance holding the intervening variable constant.

V MEASURE OF RIGHT-WING EXTREMISM

Gary B. Rush⁵ has identified twenty-nine relatively distinct Likert-type attitudes that typify what the Extreme Right advocate and what they oppose. Rush has used these attitudinal indicators to operationalize the ideology of the Extreme Right. This study will use his attitude item scale as the measure of right-wing extremism.

On preliminary inspection, Rush categorized his preliminary items under four general headings as follows:

1. Attitudes regarding Government:

Opposition to strong central government.

Belief in strong government and leaders but at the local level.

Dissatisfaction with the United States Supreme Court.

Opposition to the Federal Reserve System.

Conviction that there is corruption in government.

General distrust of the federal government.

Opposition to increased government spending, higher taxes.

Opposition to metropolitan government.

Opposition to urban renewal.

II. Attitudes regarding International Relations:

Opposition to foreign entanglements.

Dedication to an "America First" approach.

Opposition to the United Nations.

Opposition to foreign aid, point four programs, NATO, etc.

III. Attitudes regarding modern social principles:

Opposition to modern education.

Opposition to racial integration.

Suspicion of international collectivism
(e.g. The Common Market).

Militant anti-communism.

Political cynicism.

Opposition to "social gospel" Protestantism.

IV. Attitudes regarding modern social structure and Operation:

Opposition to socialized medicine.

Opposition to collective bargaining.

Support of "right to work".

Support of "free enterprise".

Opposition to "full employment".

Opposition to "welfare state".

Opposition to federal aid to health and education.

Suspicion of modern "progressive" innovations.

"on the strength of this analysis, the extreme right was defined as a militant and millenarian political ideology, espoused by numerous Right-Wing groups and individuals, which maintains as an ideal the principle of 'limited individualism'; this principle being articulated as opposition to 'collectivism' in government, international relations, modern social principles, and modern social structure and operation".⁶

From his crystallized definition, Rush continued by developing a series of specific questions related to each category but for the "international relations" cate-

gory which he dropped. He tested the questions by interview, recording responses on a Likert-type scale of Strongly Approve (Agree), Approve (Agree), Neutral responses, Disapprove (Disagree), Strongly Disapprove (Disagree). The responses were examined by cluster analysis. The three original hypothesized clusters were borne out plus an additional distinct fourth cluster of attitudes related to "urban renewal" appeared. In all, twenty-six items clustered in the four categories.

The components of each cluster were as follows:

Cluster I - Attitudes Regarding Urban Renewal:

1. What do you feel about urban renewal?
2. The urban renewal program is one of the worst "tax and spend" enterprises yet devised by government planners.
3. The urban renewal program represents interference and regimentation by government.
4. In urban renewal programs, the federal government helps the local community.
5. Urban renewal is a much needed program for community betterment and development.
6. The urban renewal program will make the community a better place in which to live.

Cluster II - Attitudes Regarding Modern Social Structure and Operation:

7. What do you feel about labor unions?

8. A municipal power system is a form of socialism.
9. The federal program of regional subsidies is one of the best possible solutions to a region's economic problems.
10. If cities and towns around the country need help to build more schools, the federal government ought to give them the money they need.
11. The federal government ought to see to it that everybody who wants to work can find a job.
12. The government ought to help people get doctors and hospital care at low cost.

Cluster III.- Attitudes Regarding Government:

13. What do you feel about increasing taxes to provide improved city services?
14. What do you feel about annexation to the city of suburban areas?
15. What do you feel about fluoridation of the community's water supply?
16. What do you feel about spending more money on special education?
17. What do you feel about city-owned parking lots?
18. What do you feel about increasing taxes to provide public kindergartens?

Cluster IV - Attitudes Regarding Modern Social Principles:

19. The public schools are not teaching the fundamentals as well as they used to.

20. Nowadays children get pampered too much in the public schools.
21. There is too much emphasis on co-operation in our public schools and not enough emphasis on competition.
22. Public schools change too many children away from their parents' ideas.
23. The federal government should stay out of the question of whether white and coloured children go to the same school.
24. Politicians spend most of their time getting re-elected or re-appointed.
25. People are frequently manipulated by politicians.
26. Most politicians in the community are probably more interested in getting known than in serving the needs of the constituents.

The above twenty-six questions formed the basis of the measurement of right-wing extremism. To this base three additional questions were added which Rush had discarded because of: (respectively) inability to understand terminology; a situation on electric power unique to Rush's sample area; and varying racial tensions in Rush's test area. It was felt that the latter two reasons for discarding questions would likely or possibly not apply in the test area for this study. There was some probability that

the terminology in the first added item would again not be understood but the question was also reincorporated into the questionnaire with the hope that the interview questionnaire format would overcome the problem.

The three questions added were:

27. What do you feel about public housing? (Cluster II)
28. The government should leave things like electric power and housing for private businessmen to handle. (Cluster II)
29. If negroes are not getting fair treatment in jobs and housing, the Federal Government should see to it that they do. (Cluster IV)

Rush developed his definition of the Extreme Right on the writing of American authors. However these authors (Lipset, Bell, Hofstadter, and Riesman) consider the Extreme Right in terms of "western" society rather than "American" society. Use of Rush's questionnaire will be valid on these grounds. Some changes in wording were necessary in order to "Canadianize" the questions. Although this represents a departure from consistency with Rush, it was felt that changes in wording would be necessary to give the questionnaire more credibility to respondents. The changes in wording that were made in the items are as follows (changes are underlined);

Item 7: What do you feel about labor unions in Alberta?

- Item 10: If cities and towns around the country need help to build more schools, the Government in Ottawa ought to give them the money they need.
- Item 11: The Government in Ottawa ought to see to it that everybody who wants to work can find a job.
- Item 23: The Government in Ottawa should stay out of the question of whether white and Indian children go to the same school.
- Item 29: If Indians are not getting fair treatment in jobs and housing, the Government in Ottawa should see to it that they do.

The five point Likert scale of responses was retained. For each item, the response indicating a high right-wing extremist tendency was given a value of five and the opposing response was given a value of one. Moderately high right-wing extremist tendency was given a value of four and moderately low tendency was given a value of two. All neutral responses were given a value of three. The range of possible scores for a single respondent on the twenty-nine items was from twenty-nine to one hundred and forty-five.

Twelve of the twenty-nine items were worded so that a strongly approve (agree) response would indicate a high right-wing extremist attitude and the remaining seventeen items were worded so that a strongly approve

(agree) response would indicate a low right-wing extremist attitude. These "reversely" worded items appeared randomly in the final questionnaire. A reproduction of the complete questionnaire appears in Appendix A.

VI SELECTION OF THE FINAL SCALE

Each question was scored using the five point Likert scale with higher scores indicating tendencies toward right-wing extremist attitudes and the value 3 indicating neutral responses (undecided, don't know, don't care, or no answer). Reliability of the attitudinal section of the data was determined using the split-half reliability test. Scores of the odd numbered items were correlated with scores of the even numbered items. The coefficient obtained was 0.612. Using the Spearman-Brown⁷ formula,

$$r_{xx} = \frac{2r_{hh}}{1+r_{hh}}$$

the reliability for the whole test was:

$$\frac{2 \times 0.612}{1 + 0.612} = 0.76$$

The reliability coefficient is that proportion of obtained variance that is true variance. 76% of the variation in the measurements is attributable to variation in true score and 24% is attributable to error. At 76%, the reliability

can be considered as average and acceptable⁸.

The actual scale was determined using a stepwise regression technique. Stepwise regression⁹ determines individual variables in the order in which they explain the variance in the data. Stepwise regression allows for interactive or catalytic effects between the various variables. Table 2-4 reports the order in which each of the twenty-nine items entered the regression equation. Ninety percent predictability was used as the cut-off point in deciding which variable to include in the scale and which to leave out. The first fifteen items accounted for 90.77 percent of the variance of the total twenty-nine items. It was decided to include a sixteenth item (variable 7) because it was felt, by the interviewer, that this question appeared to the respondents as a particularly good question. These sixteen items, then, became the final scale. Together they account for 91.78% of the variance of the total twenty-nine items.

Item analysis was done on the twenty-nine items using both Spearman (nonparametric) and Pearson (parametric) correlation techniques. This step was undertaken to further examine relationships between the various variables and to crosscheck the results of the stepwise regression. The results of the item analysis are reported in Table 2-5.

It is noted that all of the sixteen items show relatively high correlations in both the Spearman and

TABLE 2-4

ORDER IN WHICH VARIABLES ENTERED THE REGRESSION EQUATION

Step	Variable Entering	Total Percent Variance Accounted for
1	6	24.42
2	20	40.68
3	12	53.09
4	9	61.21
5	17	68.09
6	28	72.18
7	26	75.60
8	8	78.32
9	15	80.47
10	1	82.68
11	13	84.46
12	25	86.13
13	21	87.89
14	29	89.47
15	23	90.77
16	7	91.78
17	27	92.71
18	18	93.74
19	11	94.45
20	24	95.21
21	3	95.92
22	16	96.60
23	4	97.22
24	19	97.84
25	14	98.43
26	2	99.04
27	22	99.54
28	10	99.79
29	5	100.00

TABLE 2-5
ITEM ANALYSIS

SPEARMAN AND PEARSON CORRELATIONS - EACH ITEM TO TOTAL SCORE

Item	Spearman Correlation	Rank	Pearson Correlation	Rank
1	0.211	26	0.236	26
2	0.202	27	0.239	25
3	0.310	17	0.302	21
4	0.108	28	0.155	28
5	0.247	24	0.259	24
6	0.433	1	0.442	2
7	0.416	2	0.451	1
8	0.336	14	0.354	12
9	0.385	8	0.418	4
10	0.376	9	0.428	3
11	0.405	4	0.394	7
12	0.388	6	0.362	10
13	0.386	7	0.369	8 & 9
14	0.355	10	0.327	14 & 15
15	0.342	12	0.337	13
16	0.351	11	0.369	8 & 9
17	0.316	16	0.322	18
18	0.286	19	0.317	19
19	0.413	3	0.410	5
20	0.251	22	0.309	20
21	0.402	5	0.407	6
22	0.325	15	0.334	16 & 17
23	0.301	18	0.334	16 & 17
24	0.223	25	0.227	27
25	0.271	21	0.272	23
26	0.340	13	0.355	11
27	0.281	20	0.327	14 & 15
28	0.250	23	0.276	22
29	0.096	29	0.136	29

All correlations significant at the 0.001 level

Pearson tests, except for item number one and item number twenty-nine. These latter two items, it was concluded, are not important predictors of the total score when considered by themselves, but when considered as interacting with all the remaining variables they become relatively important predictors. In other words, when the items are considered as a whole, an additive or catalytic effect is observed that is not observed when the items are considered independently. It was decided to leave these two items in the final scale. Table 2-6 summarizes the final scale and where the scale items ranked in item analysis.

TABLE 2-6

THE FINAL SCALE AND RANKING FROM ITEM ANALYSIS

Items in the Final Scale (ORDER OF PREDICTABILITY)	Spearman Rank	Pearson Rank
6	1	2
20	22	20
12	6	10
9	8	4
17	16	18
28	23	22
26	13	11
8	14	12
15	12	13
1	26	26
13	7	8 & 9
25	21	23
21	5	6
29	29	29
23	18	16 & 17
7	2	1

It is noted in Table 2-6 that of the sixteen items in the final score, ten appear in the top sixteen items in both the Spearman and Pearson correlations.

It is interesting to note in Table 2-7 that the sixteen items are quite evenly represented in Rush's four clusters.

TABLE 2-7
FINAL SCALE ITEM REPRESENTATION IN FOUR CLUSTERS

Cluster	Total Possible Representation	Items in Final Scale
I	6	4
II	8	5
III	6	3
IV	9	4
TOTALS	29	16

As a final cross reference for the sixteen item final scale, after testing the two hypotheses with this scale the hypotheses will be retested using:

- a) The full twenty-nine item scale, and
- b) An abbreviated six item scale.

The six item scale will be chosen from the six best predictors in the stepwise regression. These best six items account for 72.18% of the total variance.

In making this final cross reference, this study

will attempt to show that the rationale for using a sixteen item scale was sound and that if more than sixteen items had been used the results would not have improved significantly, and if less than sixteen items had been used the results would deteriorate.

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CHAPTER THREE

RESULTS

I HYPOTHESIS TESTS

The data was first split into two groups - respondents who work for non-bureaucratic business and respondents who work for bureaucratic business - to test the initial null hypothesis that there is no significant difference between pharmacists who work for non-bureaucratic business and pharmacists who work for bureaucratic business, in terms of right-wing extremist tendencies. As outlined in Chapter Two, if a significant difference in mean scores on the attitudinal scale exists between the two groups, the null hypothesis will be rejected and the alternate hypothesis will be accepted. The data will be examined to see if pharmacists who work for non-bureaucratic business had higher (more right-wing) mean scores than pharmacists who work for bureaucratic business. Table 3-1 illustrates the

TABLE 3-1

COMPARISON OF MEANS (SIXTEEN ITEM SCALE)

Group	N	Mean	Standard Deviation
Non-Bureaucratic	174	41.53	6.66
Bureaucratic	125	40.75	6.67
Total	299	41.20	6.65

two groups in terms of their mean scores and standard deviation on the sixteen item right-wing extremism scale.

From Table 3-1 it is noted that the mean score for pharmacists who are employed in a non-bureaucratic business is slightly higher than the mean score for those pharmacists who are employed in a bureaucratic organization. This evidence lends directional support for the expectation that individuals in a non-bureaucratic organization will score higher on the right-wing extremist test than will those individuals who are employed in a bureaucratic environment.

Table 3-2 summarizes the results of an analysis of variance test that was applied to the two groups.

TABLE 3-2
ONE-WAY ANALYSIS OF VARIANCE BETWEEN THE TWO GROUPS (USING SIXTEEN ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.43750	43.75	1	0.99
Error	0.13181	44.38	297	
P = 0.322				

The F ratio calculated is 0.99 which is not significant at the 0.05 level of significance. It was concluded that although directional support was observed

for the expectation that pharmacists in a non-bureaucratic environment will score higher on the right-wing extremism scale than pharmacists who work in a bureaucratic environment, the difference between the two observed means was not large enough to be statistically significant.

The data was then split into four groups - owners of small, non-bureaucratic business; employees of non-bureaucratic business; managers of bureaucratic business; and employees of bureaucratic business - to test the second hypothesis that there is no significant difference between any of these four major organizational role groups, in terms of right-wing extremist tendencies. The data will be examined to see if, in terms of support for a right-wing extremist ideology, owners (NB) > managers (B) > employees (NB) > employees (B). Table 3-3 illustrates the

TABLE 3-3
MULTIPLE COMPARISON OF MEANS
(USING SIXTEEN ITEM SCALE)

Group	N	Mean	Standard Deviation
Owners (NB)	77	42.14	6.39
Managers (B)	58	41.72	7.25
Employees (NB)	97	40.87	6.59
Employees (B)	67	40.15	6.51
TOTAL	299	41.20	6.65

four groups in terms of their mean scores and standard deviation on the sixteen item right-wing extremism scale.

From Table 3-3 it is apparent that, in direction at least, there is evidence to support the expectation that:

Owners (NB) > Managers (B) > Employees (NB) > Employees (B). Owners of small businesses had a higher right-wing extremist mean score than did managers of bureaucratic businesses, and employees of small businesses scored higher than did employees of bureaucratic businesses.

Table 3-4 summarizes the results of an analysis of variance test that was applied to the four groups, using

TABLE 3-4
ONE-WAY ANALYSIS OF VARIANCE AMONG THE FOUR GROUPS
(USING SIXTEEN ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.16769	55.90	3	1.26
Error	0.13057	44.26	295	
P = 0.287				

the sixteen item scale.

In Table 3-4, an overall F ratio of 1.26 was calculated. This F ratio is not significant at the 0.05 level of significance, hence the null hypothesis that there

is no significant difference between any of the means of the four groups was accepted.

Although a significant F ratio in Table 3-4 was not achieved, a Newman-Keuls test was applied to the four major groups to determine the differences between all pairs of means. Table 3-5 lists in the matrix the differences

TABLE 3-5
NEWMAN-KEULS COMPARISON BETWEEN ORDERED MEANS
(USING SIXTEEN ITEM SCALE)

Group		Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
	Means	42.14	41.72	40.86	40.15
Employees(B)	40.15	1.991	1.573	0.716	-
Employees(NB)	40.87	1.276	0.857	-	
Managers(B)	41.72	0.419	-		
Owners(NB)	42.14	-			
	R	4	3	2	
	Critical Value at 0.05 level	3.69	3.36	2.80	

between means. Critical values at the 0.05 level of significance are listed at the bottom of the table.

It is noted from Table 3-5 that the greatest difference between any pair of means is between owners (NB) and employees (B). Next in order of magnitude of difference is the difference between managers (B) and employees (B),

then owners (NB) and employees (NB), then managers (B) and employees (NB), then owners and managers, and lastly the two employee groups. The difference between any of the pairs of means is not significant at the 0.05 level of significance.

This study has measured the effects of two variables:

- a) bureaucratic and non-bureaucratic organizational structure, and
- b) owners, manager and employee roles within the two categories of organizations.

An attempt was made to determine if either of the two variables has significant effects on an individual in terms of susceptibility to a right-wing extremist ideology. The two hypotheses tested were:

- a) individuals in non-bureaucratic organizations will exhibit greater right-wing extremist tendencies than individuals in bureaucratic organizations, or

$$H_1 : \text{Persons(NB)} > \text{Persons(B)}$$

- b) owners of non-bureaucratic organizations will exhibit greater right-wing extremist tendencies than will managers of bureaucratic organizations, who will exhibit greater right-wing extremist tendencies than employees in non-bureaucratic organizations, who will exhibit greater right-wing extremist tendencies than employees in bureaucratic organizations, or

$$H_2 : O(NB) > M(B) > E(NB) > E(B)$$

Directional evidence was observed to support both hypotheses, however this evidence was not significant at the 0.05 level of significance.

It was concluded, from testing the two hypotheses with empirical data, that:

a) individuals in non-bureaucratic organizations did exhibit greater right-wing extremist tendencies than did individuals in bureaucratic organizations, however the observation was not statistically significant at the 0.05 level of significance, and

b) the four organizational roles did show differential right-wing extremist tendencies and ranked in order of such tendencies, from highest to lowest : Owners (NB), managers (B), employees (NB), employees (B), however the observations were not statistically significant at the 0.05 level of significance.

II VALIDITY OF THE SIXTEEN ITEM SCALE

In order to lend support for the sixteen item scale that was used in the hypothesis tests in the previous section, the two hypotheses are retested in this section using two alternative scales to determine whether or not our observations in the previous section can be replicated. The two scales used in this section are:

a) a scale of the full twenty-nine items on the right-wing extremism attitude scale.

b) a scale of the six items that were observed to be the top six predictors of the total twenty-nine items from the step-wise regression analysis in Chapter Two. These six items represented 72.18% of the predicability of the total twenty-nine items. They provide equal representation from three of the four clusters in Rush's questionnaire. (Cluster III - attitudes regarding government - is not represented).

Tables 3-6 and 3-7 examine the right-wing extremism

TABLE 3-6

COMPARISON OF MEANS (USING TWENTY-NINE ITEM SCALE)

Group	N	Mean	Standard Deviation
Non-bureaucratic	174	75.47	10.64
Bureaucratic	125	74.06	11.08
Total	299	74.88	10.82

TABLE 3-7

COMPARISON OF MEANS (USING THE SIX ITEM SCALE)

Group	N	Mean	Standard Deviation
Non-bureaucratic	174	15.93	3.20
Bureaucratic	125	15.74	3.09
Total	299	15.85	3.14

means of the two organizational structure groups - bureau-
cratic and non-bureaucratic - using respectively the twenty
-nine and six item scales.

In both Tables 3-6 and 3-7, the right-wing
extremism means for pharmacists who are employed in non-
bureaucratic organizations are slightly higher than the
right-wing extremism means for pharmacists who are employed
in bureaucratic organizations. This observation is similar
to the observation in Table 3-1 which used the sixteen
item scale as an indicator of right-wing extremism.

In order to retest the initial null hypothesis
that there is no significant difference between pharmacists
who work for non-bureaucratic organizations and pharmacists
who work for bureaucratic organizations, in terms of right-
wing extremist tendencies, analysis of variance tests were
applied to the means in Tables 3-6 and 3-7. The results
are reported, respectively in Tables 3-8 and 3-9.

TABLE 3-8

ONE-WAY ANALYSIS OF VARIANCE BETWEEN THE TWO GROUPS
(USING TWENTY-NINE ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.14700	147.00	1	1.25
Error	0.34836	117.29	297	
P = 0.264				

TABLE 3-9
ONE-WAY ANALYSIS OF VARIANCE BETWEEN THE TWO GROUPS
(USING SIX ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.24375	2.44	1	0.25
Error	0.29519	9.94	297	
P = 0.621				

Neither of the F ratios calculated in Table 3-8 (the twenty-nine item scale) or Table 3-9 (the six item scale) are significant at the 0.05 level of significance. The decision to accept the initial null hypothesis, therefore, would have been made regardless of which of the three scales had been used. It is noted, however, that the significance level achieved using the sixteen item scale ($p = 0.322$, refer to Table 3-2) is similar to the significance level achieved with the twenty-nine item scale ($p = 0.264$). The significance level drops drastically ($p = 0.621$) when the six item scale is used. It was concluded that for testing hypothesis number one, it was valid to reduce the twenty-nine items to a sixteen item scale, however, it would not have been valid to further reduce it to a six item scale.

Tables 3-10 and 3-11 examine the right-wing extremism means of the four organizational role groups -

owner (NB), manager (B), employee (NB), and employee (B) - using respectively the twenty-nine item and six item right-wing extremism scales.

TABLE 3-10
COMPARISON OF MEANS (USING TWENTY-NINE ITEM SCALE)

Group	N	Mean	Standard Deviation
Owners(NB)	77	76.44	10.27
Managers(B)	58	75.38	12.39
Employees(NB)	97	74.43	10.48
Employees(B)	67	73.29	10.51
Total	299	74.88	10.82

TABLE 3-11
COMPARISON OF MEANS (USING SIX ITEM SCALE)

Group	N	Mean	Standard Deviation
Owners(NB)	77	16.08	3.34
Managers(B)	58	15.90	3.48
Employees(NB)	97	15.80	3.08
Employees(B)	67	15.61	2.73
Total	299	15.85	3.14

In both Tables 3-10 and 3-11, the right-wing extremism means for the four organizational groups ranked in the identical order that was observed using the sixteen

item scale (refer to Table 3-3).

In order to retest the second null hypothesis that there is no significant difference between any of these four major organizational role groups, in terms of right-wing extremist tendencies, analysis of variance tests were applied to the means in Tables 3-10 and 3-11. The results are reported, respectively in Tables 3-12 and 3-13.

TABLE 3-12
ONE-WAY ANALYSIS OF VARIANCE AMONG THE FOUR GROUPS
(USING TWENTY-NINE ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.38900	129.67	3	1.11
Error	0.34594	117.27		
P = 0.347				

TABLE 3-13
ONE-WAY ANALYSIS OF VARIANCE AMONG THE FOUR GROUPS
(USING SIX ITEM SCALE)

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.81875	2.73	3	0.27
Error	0.29461	9.99	295	
P = 0.845				

Neither of the F ratios calculated in Tables 3-12 (the twenty-nine item scale) and 3-13 (the six item scale) are significant at the 0.05 level of signifcnace. The decision to accept null hypothesis number two, therefore, would have been made regardless of which of the three scales had been used. It is noted, however, that the significance level achieved using the sixteen item scale ($P = 0.287$, refer to Table 3-4) is similar to the signif- icanace level achieved with the twenty-nine item scale ($P = 0.347$). The significance level drops drastically ($P = 0.845$) when the six item scale is used. It was concluded that for testing hypothesis number two, it was valid to reduce the twenty-nine items to a sixteen item scale, however it would not have been valid to further reduce it to a six item scale.

Table 3-14 summarizes the levels of significance

TABLE 3-14
SIGNIFICANCE LEVELS ACHIEVED USING ALTERNATIVE SCALES IN
HYPOTHESIS TESTING

Hypothesis	Scale	Twenty-nine	Sixteen	Six
H_1	$P =$	0.264	0.322	0.621
H_2	$P =$	0.347	0.287	0.845

achieved using twenty-nine, sixteen, and six item scales to

test the two hypotheses. In Table 3-14 it is noted that the twenty-nine item scale can be reduced to a sixteen item scale without causing any appreciable change in significance level achieved in hypothesis testing. The level of significance achieved in hypothesis testing drops appreciably, however when the scale is further reduced to six items. It was concluded that the sixteen item scale was acceptable for hypothesis testing. The sixteen item scale will be used as the indicator of right-wing extremism for the remainder of this study.

III INTERVENING VARIABLES

To this point it has been shown that:

a) pharmacists in non-bureaucratic organizations exhibit greater right-wing extremist tendencies than do pharmacists in bureaucratic organizations, however this observation is not statistically significant at the 0.05 level of significance, and

b) pharmacists occupying the four organizational roles show differential right-wing extremist tendencies ranking in order of such tendencies, from highest to lowest : owners(NB), managers(B), employees(NB), employees(B), however this observation is not significant at the 0.05 level of significance.

It cannot be concluded that these directional

differences are the sole result of the two independent variables - organizational structure and organizational role. Intervening variables may be the source of the difference. Several possible intervening variables will now be examined to determine if they have an effect on the hypothesized relationship between organizational role and right-wing extremist tendencies. (It was decided to restrict examining the effects of intervening variables to the organizational role/right-wing extremism relationship. The organizational structure/right-wing extremism relationship is an extension of the former relationship and intervening variables will have similar effects on both relationships.)

For the purpose of examining the effects of intervening variables, contingency tables were prepared comparing the relationship of possible intervening variables to both right-wing extremist tendencies and organizational role. If any single intervening variable has a significant relationship to both right-wing extremist tendencies and organizational role, then it likely has some effect on our original hypothesized relationship. The following possible intervening variables are considered:

1. Age
2. Ethnic origin
3. Sex
4. Education

5. Religion
6. Activity in the Church
7. Father's occupation
8. Size of home community
9. Membership in an employee association

1. Age

Age was considered to be a possible intervening variable. It might be expected for example, that older pharmacists might tend to show a greater proportion of right-wing extremist advocates than younger pharmacists. It is likely that older pharmacists are over-represented in the manager and owner pharmacist categories because of the experience and capital, respectively prerequisites that are generally required to enter such roles.

Table 3-15 shows the relationship between age of respondents and their right-wing extremist scores.

It is significant, in Table 3-15, at the 0.07 level of significance that older pharmacists are disproportionately represented in the upper quartile on the right-wing extremism scale. Similarly younger pharmacists are disproportionately represented in the lower quartile. Older pharmacists tended to score higher than did younger pharmacists, that is, older pharmacists tended to be more right-wing extreme.

TABLE 3-15

RELATING AGE TO SCORE ON THE RIGHT-WING EXTREMISM SCALE*
(PERCENTAGES)

Score	21-29	Age 30-39	40-49	50-80
Quartiles				
Lower	28.0(37)	25.4(18)	18.9(10)	14.0(6)
Second	29.5(39)	21.1(15)	15.1(8)	16.3(7)
Third	18.9(25)	25.4(18)	26.4(14)	30.2(13)
Upper	23.5(31)	28.2(20)	39.6(21)	39.5(17)
Total	100 (132)	100 (71)	100 (53)	100 (43)

CHI SQUARE = 19.92 with 12 degrees of freedom(significant
at the 0.07 level of significance)

* In this table and all tables that follow which make comparisons based on right-wing extremism score, the term upper quartile refers to those individuals who scored in the upper 25% on the right-wing extremism scale. (the scale, as mentioned, is the sixteen item scale.)

TABLE 3-16

BREAKDOWN OF MAJOR GROUPS BY AGE (PERCENTAGES)

Age	Owners(NB)	Managers(B)	Employees(NB)	Employees(B)
21-29	5.2(4)	41.4(24)	54.6(53)	74.6(50)
30-39	31.2(24)	24.1(14)	25.8(25)	11.9(8)
40-49	36.4(28)	19.0(11)	12.4(12)	4.5(3)
50-80	27.1(21)	15.5(9)	7.2(7)	9.0(6)
Total	100(77)	100 (58)	100 (97)	100 (67)

CHI SQUARE = 86.31 with 12 degrees of freedom(significant
at the 0.001 level of significance)

Table 3-16 examines the relationship between age and the four major organizational role groups. Table 3-16 shows the younger pharmacists, especially the 21 to 29 age group, as being overly represented in the two employee categories. The owner category is over-represented by older pharmacists, especially the 30 to 49 age group. The manager category is over-represented by younger pharmacists, but not to the extent of that of the employee categories. Table 3-16 is significant at the 0.001 level of significance.

It is concluded from Tables 3-15 and 3-16 that age may definitely have some effect on the hypotheses and therefore is an intervening variable that must be controlled. This was done and is illustrated in Table 3-17 which shows mean scores on the right-wing extremism scale for each of the four major groups, for each of the age groups under consideration.

Table 3-17 illustrates the relationship between right-wing extremism score and the four major groups, controlling for age. It is apparent that for the three age groups over thirty years of age, age has only a spurious relationship with the organizational role variable. No distinct patterns can be determined. (For organizational structure, however, the 50-80 age group tend to show higher mean scores if they own or are employed in non-bureaucratic organizations. The 30-39 age group tend to be more

TABLE 3-17
MEAN SCORES ON THE RIGHT-WING EXTREMISM SCALE FOR EACH OF
THE FOUR MAJOR GROUPS : CONTROLLING FOR AGE

	Age Group	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Mean	21-29	44.75	41.71	40.44	38.92
S.D.		8.65	8.27	5.89	5.27
N		4	24	54	50
Mean	30-39	40.54	41.64	39.36	44.75
S.D.		5.70	6.80	5.94	8.65
N		24	14	25	8
Mean	40-49	42.32	43.18	43.36	38.67
S.D.		7.08	6.42	10.56	4.51
N		28	11	11	3
Mean	50-80	43.24	40.11	48.00	42.33
S.D.		5.74	6.77	6.22	6.47
N		21	9	7	6

right-wing extreme if they are employed in a bureaucratic organization.) A pattern does exist for the pharmacists in the twenty-one to twenty-nine age group. Pharmacists in this age group tended to score, on the right-wing extremism scale, according to the hypothesized relationship between the four role groups and right-wing extremism. Table 3-18 was prepared to indicate significant differences between the four role groups when age 21 to 29 respondents only are considered.

TABLE 3-18

NEWMAN - KEULS COMPARISON BETWEEN ORDERED MEANS : AGE 21
TO 29 RESPONDENTS ONLY

Group		Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Means		44.75	41.71	40.44	38.92
Employees(B)	38.92	5.83	2.79	1.52	-
Employees(NB)	40.44	4.31	1.26	-	
Managers(B)	41.71	3.04	-		
Owners(NB)	44.75	-			
R		4	3	2	
Critical Value at 0.05 level		3.69	3.36	2.80	

When the results of Table 3-18, where age 21 to 29 is controlled, are compared to the results of the original Table 3-5, where the age group is not controlled it is interesting to note that although the same basic relationships between the four groups remain, all are strengthened by controlling for the 21 to 29 age group. The relationship between two of the pairs of means has now become significant at the 0.05 level ; owners(NB) and employees (B), and owners(NB) and employees(NB).

It is conceded that the age group 21 to 29 is important as an intervening variable that has a significant effect on the original measurement of differences among the four groups. These young small business owners were significantly more right-wing extreme than were either of

the two groups of young employees.

2. Ethnic Origin

Ethnic origin was considered to be a possible intervening variable. It might be expected, for example, that anglosaxon pharmacists tend to become over-represented in the owner category of organizational roles. It is also possible that ethnic origin has a disproportionate relationship with right-wing extremism score.

Accordingly, respondents were asked their ethnic origin - in an open ended question. Responses were grouped into the following categories:

TABLE 3-19
INCLUSIONS IN ETHNIC ORIGIN CATEGORIES

Category	Includes
Anglo Saxon	Anglo-Saxon, British, English, Scottish Irish.
North European	French, Swiss, Dutch, Danish, Norwegian, Icelandic, Italian, German, Greek, Austrian Swedish, European.
Central, East Europe	Central Europe, East Europe, Slavic, Baltic, Russian, Ukrainian, Polish, Rumanian, Bulgarian, Estonian, Yugoslav-ian, Czechoslovakian.
Other	Jewish, Egyptian, Chinese, Japanese, Canadian, American, Other.

Table 3-20 reports the relationship between

ethnic origin and right-wing extremism score.

TABLE 3-20
RELATING ETHNIC ORIGIN TO RIGHT-WING EXTREMISM SCORE
(PERCENTAGES)

Score	Ethnic Origin			
	Anglosaxon	North European	Central, East Europe	Other
Quartiles				
Lower	22.9(27)	23.6(13)	27.4(26)	16.1(5)
Second	21.2(25)	30.9(17)	20.0(19)	25.8(8)
Third	24.6(29)	18.2(10)	26.3(25)	19.4(6)
Upper	31.4(37)	27.3(15)	26.3(25)	38.7(12)

Total 100 (118) 100 (55) 100 (95) 100 (31)

CHI SQUARE = 34.94 with 21 degrees of freedom(significant at the 0.03 level of significance)

From Table 3-20 it is concluded that ethnic origin is disproportionately distributed among the four quartiles of right-wing extremism score. Table 3-21 tests the relationship between ethnic origin and the four major role groups.

From Tables 3-20 and 3-21 it is concluded that ethnic origin could be an intervening variable affecting the hypothesis tests. In order to further check this variable, another test was performed in which the ethnic origin variable was controlled. Results are reported in Table 3-22.

TABLE 3-21

BREAKDOWN OF MAJOR GROUPS BY ETHNIC ORIGIN (PERCENTAGES)

Ethnic Origin	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Anglo Saxon	33.8(26)	37.9(22)	40.2(39)	44.8(30)
North Europe	15.6(12)	22.4(13)	21.6(21)	13.4(9)
Central, East Europe	35.1(27)	29.3(17)	34.0(33)	28.4(19)
Other	15.6(12)	10.4(16)	4.2(4)	13.4(9)
Total	100 (77)	100 (58)	100 (97)	100 (67)

CHI SQUARE = 38.00 with 18 degrees of freedom (significant at the 0.004 level of significance)

TABLE 3-22

MEAN SCORES ON THE RIGHT-WING EXTREMISM SCALE FOR EACH OF THE FOUR MAJOR GROUPS : CONTROLLING FOR ETHNIC ORIGIN

	Ethnic Origin	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Mean	Anglo	42.85	41.86	42.00	39.43
S.D.	Saxon	6.39	6.23	7.11	6.15
N		26	22	40	30
Mean	North	42.46	39.31	40.62	39.33
S.D.	Europe	6.39	8.05	4.95	5.72
N		11	13	21	9
Mean	Central	42.64	41.06	40.19	38.21
S.D.	East	6.52	6.49	7.87	3.66
N	Europe	28	17	32	19
Mean	Other	39.17	48.33	40.50	45.67
S.D.		6.00	8.80	5.00	7.47
N		12	6	4	9

Ethnic origin appears, in Table 3-22 to have only a spurious relationship to the hypothesis except for the pharmacists of central and east European origin. There does appear to be an intervening relationship for this latter group. Pharmacists of central and east European ethnic origin tended to score, on the right-wing extremism scale, according to the hypothesized relationship between the four role groups and right-wing extremism. Table 3-23 was prepared to indicate significant differences between the four role groups when central and east European respondents only are considered.

TABLE 3-23
NEWMAN-KEULS COMPARISON BETWEEN ORDERED MEANS ;
CENTRAL AND EAST EUROPEAN RESPONDENTS ONLY

Group		Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
	Means	42.64	41.06	40.19	38.21
Employees(B)	38.21	4.43	2.85	1.98	-
Employees(NB)	40.19	2.46	0.87	-	
Managers(B)	41.06	1.58	-		
Owners(NB)	42.64	-			
	R =	4	3	2	
Critical Value at 0.05 level		2.80	3.37	3.70	

When the results of Table 3-23, where central and east European ethnic origin is controlled, are compared with the results of the original Table 3-5, where it is not controlled, it is noted that although the same basic relationships between the four groups remain, all are strengthened by controlling for ethnic origin. The relationship between one of the pairs of means has now become significant at the 0.05 level : owners(NB) and employees (B).

It is conceded that a central and east European ethnic origin is an important variable that has a significant effect on the original measurement of differences among the four groups. Small business owners of central and east European ethnic origin showed significantly greater right-wing extremist tendencies than did the same ethnic-origin employees of bureaucratized organizations.

3. Sex

Sex of respondents was the third variable that was considered as having possible intervening effects on the relationship between the four organizational role groups and right-wing extremist tendencies. It is probable that sex of respondents has a significant relationship with the four role groups variable. Females are likely to be under-represented in the owner group and, perhaps, manager group. They are likely to be over-represented in

one, or both, of the employee groups. If it can be shown that sex has a significant relationship with right-wing extremist tendencies, then sex of respondents likely has intervening effects on the hypothesized relationship between organizational role and right-wing extremism. Table 3-24 reports the results of relating sex of respondents to right-wing extremist score.

TABLE 3-24
RELATING SEX TO SCORE ON THE RIGHT-WING EXTREMISM SCORE
(PERCENTAGES)

Score	Male	Female
Quartiles		
Lower	20.3(38)	29.5(33)
Second	18.7(35)	30.4(34)
Third	24.1(45)	22.3(25)
Upper	36.9(69)	17.9(20)
Total	100 (187)	100 (112)
CHI SQUARE = 15.20 with 3 degrees of freedom(significant at the 0.003 level of significance)		

Table 3-24 shows a strong relationship between sex of respondent and right-wing extremism score. As previously done with age and ethnic origin, a test is now performed to see if sex is also disproportionately represented in the four organizational role groups. The results

follow in Table 3-25.

TABLE 3-25
BREAKDOWN OF MAJOR GROUPS BY SEX (PERCENTAGES)

Sex	Owners(NB)	Managers(B)	Employees(NB)	Employees(B)
Male	94.8(73)	75.9(44)	53.6(52)	25.4(17)
Female	5.2(4)	24.1(14)	46.4(45)	74.6(50)
Total	100(77)	100(58)	100(97)	100(67)
CHI SQUARE = 81.12 with 3 degrees of freedom(significant at the 0.001 level of significance)				

Table 3-24 indicated a significant relationship between sex of respondent and right-wing extremism score. Table 3-25 shows a significant relationship between sex and the four major groups, with males being much more highly represented in the owner and manager categories. It is concluded that sex may have an effect on the relationship between organizational role and right-wing extremist tendencies. Further examination of the data, controlling for sex, is therefore required. The results are shown in Table 3-26.

It is apparent from Table 3-26 that female sex has an important effect as an intervening variable on the relationship between organizational role and right-wing extremism. Male sex, however, seems to have little or no

TABLE 3-26

MEAN SCORES ON THE RIGHT-WING EXTREMISM SCALE FOR EACH OF
THE FOUR MAJOR GROUPS : CONTROLLING FOR SEX

	Sex	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Mean	Male	42.12	42.09	41.94	42.39
S.D.		6.39	7.55	7.47	7.88
N.		73	44	52	18
Mean	Female	42.50	40.57	40.00	39.00
S.D.		7.19	6.36	6.00	5.00
N.		4	14	45	49

effect on the relationship. Further tests on female respondents are reported in Table 3-27.

When the results of Table 3-27, where sex is controlled, are compared to the results of the original Table 3-5, where it is not controlled, it is noted that although the same basic relationships between the four groups remain, all are strengthened by controlling for female sex. The relationships are still not significant at the 0.05 level of significance, however. One pair of means : Owners (NB) and Employees (B) is approaching significance at the 0.05 level.

It is concluded that although female sex has an intervening effect on the relationship between organizational role and right-wing extremist tendencies, this

TABLE 3-27
NEWMAN-KEULS COMPARISON BETWEEN ORDERED MEANS :
FEMALE RESPONDENTS ONLY

Group		Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
	Means	42.50	40.57	40.00	39.00
Employees(B)	39.00	3.50	1.57	1.00	-
Employees(NB)	40.00	2.50	0.57	-	
Managers(B)	40.57	1.93	-		
Owners(NB)	42.50	-			
	R =	4	3	2	
	Critical Value at 0.05 level	3.69	3.36	2.80	

effect is not significant.

4. Other Possible Intervening Variables

The remaining six possible intervening variables (education, religion, activity in the Church, father's occupation, size of home community, and membership in an employee association) were tested for effects on the organizational role/right-wing extremism relationship using a format identical to that used for age, ethnic origin and sex. None of the six were found to have significant effects on the relationship at the 0.05 level of significance, and hence were concluded to not be significant intervening variables.

Tables for the six variables considered are reported in Appendix B. One of the variables considered - membership in an employee association - although not having a significant effect on the organizational role/right-wing extremism relationship, deserves special discussion and is presented in the following section 5.

IV THE EFFECT OF MEMBERSHIP IN AN EMPLOYEE ASSOCIATION

Edmonton has one of the strongest employee pharmacist associations in Canada - The Edmonton District Employee Pharmacists' Association, or EDEPA. (Note; EDEPA has recently changed its name to Alberta District Employee Pharmacists' Association, or ADEPA.) This group has been very active for a number of years and has gained collective bargaining status from a number of large organizations that employ pharmacists (especially hospitals). Membership in EDEPA is open to any pharmacist except pharmacists who own or whose immediate family owns share capital in a pharmacy. Using the operating definitions of this study, owners are not eligible to join EDEPA but managers and the two employee groups are eligible to join. It was initially felt that membership in EDEPA might have an effect on the relationship between right-wing extremist tendencies and organizational role. In testing this possibility (see Chapter 3, section 4; and Appendix B) no

significant effects on this relationship were observed. However in examining the relationship between EDEPA membership and right-wing extremist tendencies per se, a reasonably significant relationship is observed. Table 3-29 reports the results of an analysis of variance test between right-wing extremism scores of EDEPA members and right-wing extremism scores of eligible but non-members of EDEPA. Table 3-28 reports the actual mean scores for the two groups.

TABLE 3-28
COMPARISON OF MEANS FOR EDEPA AND NON-EDEPA PHARMACISTS*

Group	N	Mean	Standard Deviation
EDEPA members	82	39.89	6.86
Non-members	140	41.46	6.62
Total	222	40.88	6.72

TABLE 3-29
ONE-WAY ANALYSIS OF VARIANCE BETWEEN EDEPA AND NON-EDEPA PHARMACISTS*

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.12700	127.00	1	2.82
Error	0.99068	45.03	220	
P = 0.09				

* Managers(B),employees(B), and employees(NB). Owners(NB) are not eligible to join EDEPA.

When managers are also excluded from the sample, leaving only the two employee groups, the relationship in Table 3-29 becomes even more significant, as indicated in Tables 3-30 and 3-31.

TABLE 3-30
COMPARISON OF MEANS FOR EDEPA AND NON-EDEPA PHARMACISTS :
EMPLOYEES ONLY

Group	N	Mean	Standard Deviation
EDEPA members	60	39.27	6.55
Non-members	104	41.34	6.45
Total	164	40.58	6.52

TABLE 3-31
ONE-WAY ANALYSIS OF VARIANCE BETWEEN EDEPA AND NON-EDEPA
PHARMACISTS : EMPLOYEES ONLY

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Ratio
Groups	0.16294	162.94	1	3.87
Error	0.68171	42.08	162	
P = 0.05				

As indicated in Tables 3-28 to 3-31, pharmacists who are members of EDEPA have a significantly less right-wing extremist tendencies than do pharmacists who are

eligible to join EDEPA, but choose not to join. When employees only are considered, this relationship is even more significant.

It becomes an interesting and important question as to, demographically, who are EDEPA pharmacists? Table 3-32 summarizes a cross-tabulation of demographic variables with the EDEPA membership variable.

Table 3-32 notes several differences between a demographic description of an EDEPA pharmacist and a non-EDEPA pharmacist. Most notable differences are that an EDEPA pharmacist is more likely to be female, slightly better educated, of central or east European ethnic origin, and from a blue collar home in a smaller community. The pharmacist who is eligible to join EDEPA but chooses not to is more likely to be a male, AngloSaxon from a white collar home in a larger community.

The EDEPA pharmacist is more likely to be employed in a larger, bureaucratic organization (probably indicative of the success EDEPA has had collective bargaining for hospital pharmacists). He tended to vote Liberal in federal elections and Conservative in provincial elections. His non-EDEPA counterpart also voted Liberal federally (although not to as great an extent) and Social Credit provincially.

Because of the limited scope of this study it was not determined whether membership in EDEPA itself has an

TABLE 3-32

SUMMARY OF DEMOGRAPHIC VARIABLES RELATED TO EDEPA MEMBERSHIP

Variables	EDEPA Pharmacists*	NON-EDEPA Pharmacists*
Age	57% 21 to 29	58% 21 to 29
Ethnic Origin	45% East, Central Europe	47% AngloSaxon
Sex	55% Female	55% Male
Education	94% Degree	91% Degree
Religion	66% Protestant	69% Protestant
Activity in the Church	68% Not Active	69% Not Active
Father's Occupation	31% Blue Collar	32% White Collar
Size of Home Community	34% City	38% City
Organizational Structure	59% Bureaucratic	55% Bureaucratic
Organizational Role	42% Employee(NB)	45% Employee(NB)
Federal Voting	43% Liberal	37% Liberal
Provincial Voting	33% Conservative	31% Social Credit

* Includes managers(B), employees(B), and employees(NB).

effect on decreasing right-wing extremist tendencies or whether pharmacists join EDEPA because they are less right-wing extreme. It is important to note, however, that there are definite differences between members and non-members, in terms of right-wing extremist tendencies and demographic background.

V CONCLUSIONS TO CHAPTER THREE

In examining the inter-relationships between the independent variables - organizational structure and organizational role - and the dependent variable - right-wing extremist tendencies, this study was not successful in measuring significant differences. While there were no statistically significant differences, this study did demonstrate that there were differences in direction of right-wing extremist tendencies as follows:

a) Organizational structure

Non-bureaucratic > Bureaucratic

b) Organizational role

Owners(NB) > Managers(B) > Employees(NB) >
Employees(B)

Having shown that a relationship, albeit a non-significant relationship, exists between the independent and dependent variables, several possible intervening variables were tested to determine whether or not they

affect this relationship. It was found that three variables : age of respondent, ethnic origin, and sex appeared to have an intervening effect on the relationship. In particular it was observed that respondents who were in the 21 to 29 age group, of central and east European ethnic origin, and female were more likely to conform to the hypothesized relationships between organizational structure and role, and right-wing extremism. Six other variables (education, religion, activity in the Church, father's occupation, size of home community, and membership in an employee association) were found not to have observable intervening effects on the hypothesized relationships.

Special consideration was given to the variable - membership in an employee association. Although this variable did not have an observable effect on the hypothesized relationship, significant differences were shown to exist between members and non-members, in terms of susceptibility to right-wing extremist tendencies.

CHAPTER FOUR

DESCRIPTIVE STATISTICS

I PROFILE

In the course of this study, many statistics and data were obtained that were not directly applicable to the two central hypotheses as none of the test factors examined in this chapter had a significant relationship to right-wing extremist tendencies. These data are presented in this chapter for two purposes:

- a) to provide further insights into the four organizational role groups that were previously related to score on a right-wing extremism attitudinal scale.
- b) to preserve the data to provide a basis for a point of departure for future studies.

For the most part, the socio-economic data presented below are related to the four organizational role groups ; Owners(NB), managers(B), employees(NB), and employees(B).

1. Co-ordinated Buying Groups

In an effort to bolster buying power, many atomistic, non-bureaucratic pharmacies join well-structured co-ordinated buying groups. In Edmonton there are three

such groups ; Associated Retail Pharmacists (ARP), Independent Druggists' Association (IDA), and Rexall. Since buying groups frequently involve extra communications links and interaction possibilities for members through meetings and/or printed matter, it was felt that membership might have some effect on right-wing extremist tendencies for the pharmacists involved. However, through analysis with contingency tables, no significant relationship could be established.

Table 4-1 reports the relationship between

TABLE 4-1
PHARMACISTS BY EMPLOYER ORGANIZATION PARTICIPATION IN A
BUYING GROUP (PERCENTAGES)

Membership in a Buying Group		Pharmacists	
		Owners(NB)	Employees(NB)
No		46.8(36)	47.4(46)
Yes:	ARP	15.6(12)	20.6(20)
	IDA	23.4(18)	17.5(17)
	Rexall	14.3(11)	14.4(14)
Total		100 (77)	100 (97)

pharmacists and pharmacy membership in a co-ordinated buying group. Only data for non-bureaucratic pharmacies is reported as only one of the bureaucratized pharmacies was a member of a co-ordinated buying group at the time

of the survey.

In Table 4-1 it is noted that approximately one-half of the Edmonton independent drug store owners have taken out membership in a co-ordinated buying group. In order of popularity to the owners ; IDA > ARP > Rexall. It is interesting to note that in a ratio of employees to owners, ARP is the greatest with almost two employees per owner. Rexall is slightly better than one to one. This can be taken as an indication that ARP stores are either larger volume (or chainstores) than either Rexall or IDA.

2. Gross Sales

The interviewer made a gross sales estimate for all non-bureaucratic pharmacies where practising pharmacists were employed. It was felt that this information could be developed into a profitability index for each pharmacy, which in turn, might show some effect on our hypotheses. This was not done due to sketchiness of the data. Table 4-2 reports these retail outlets by estimated sales volume and shows a breakdown into the two groups of pharmacists who were employed in these pharmacies : Owners (NB) and employees (NB).

It is noted in Table 4-2 that most independent pharmacies fall into the above average sales estimate. In the below average pharmacies, for the nine that could afford to hire a second pharmacist, there were five stores

TABLE 4-2
SALES VOLUME AND PHARMACIST GROUPS (PERCENTAGES)

Sales Volume	Owners(NB)	Employees(NB)
Below Average (up to \$99,999)	18.2(14)	9.3(9)
Average (\$100,000 to \$149,999)	24.7(19)	23.7(23)
Above Average (\$150,000 to \$299,999)	51.9(40)	54.6(53)
High (above \$300,000)	5.2(4)	12.4(12)
Total		100 (97)

that were strictly "one pharmacist stores - the owner". In the high volume stores, each owner had the volume to employ three assisting pharmacists.

3. Education

As mentioned in Chapter Two, the education of pharmacists is relatively constant. There are however two types of professional certificates held by pharmacists. One is the standard three or four year Bachelor of Science degree that all Canadian Faculties of Pharmacy offer. The other is a Diploma in Pharmacy which some Universities offered many years ago. At one time an individual could obtain a Diploma in Pharmacy by completing one or two years

of University education and three or four years of apprenticeship.

Education was found, through contingency table analysis to not have a significant relationship to the central hypotheses of this study.

Table 4-3 reports the representation of Diplomas or Bachelors of Science in the four role groups.

TABLE 4-3
EDUCATION RELATED TO THE FOUR MAJOR GROUPS (PERCENTAGES)

Education	Owners(NB)	Managers(B)	Employees(NB)	Employees(B)
Diploma	22.1(17)	12.1(7)	7.2(7)	7.5(5)
B.Sc.	77.9(60)	87.9(51)	92.8(90)	92.5(62)
Total	100 (77)	100 (58)	100 (97)	100 (67)

Table 4-3 shows the highest percentage of Diplomas in the owner (NB) group, followed by the manager (B) group. Owners tend to be older than either managers or employees (refer to Table 3-16). Employees tend to be the youngest of the three and, as seen in Table 4-3, they hold a relatively high percentage of Bachelors of Science. It is suspected, then, that the education variable is highly contaminated by the age variable.

It is interesting to note that although employees of bureaucratic organizations tend to be younger than

employees of small business (refer to Table 3-16), the former hold a slightly higher percentage of Diplomas than do the latter. This appears to contradict the age-education linkage. However, it is possible that intervening variables such as mobility are at play here.

4. Religion

Chapter three showed that religion did not have a significant relationship with our hypotheses. Table 4-4 below reports the relationship between religion and the four major groups.

TABLE 4-4
RELATING RELIGION TO FOUR MAJOR GROUPS (PERCENTAGES)

Religion	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Protestant*	40.3(31)	55.2(32)	42.3(41)	56.7(38)
Fundamentalist	5.2(4)	12.1(7)	11.3(11)	4.5(3)
Orthodox	7.8(6)	10.3(6)	12.4(12)	4.5(3)
Catholic	24.7(19)	13.8(8)	23.7(23)	19.4(13)
Jewish	14.3(11)	1.7(1)	1.0(1)	-
No religion	2.6(2)	5.2(3)	6.2(6)	9.0(6)
Other	5.2(4)	1.7(1)	3.1(3)	6.0(4)
Total	100 (77)	100(58)	100(97)	100(67)

* Not including Orthodox and Fundamentalist

There are several unexpected statistics in Table 4-4. Protestants (excluding Orthodox and Fundamentalists) are disproportionately represented in the bureaucratic organization in both the managerial and employee roles. Fundamentalist and Orthodox protestants were over-represented in the employee(NB) and manager(B) role/categories. This might be due to an intervening effect of mobility patterns. Catholic pharmacists tend more to locate in non-bureaucratic organizations than in bureaucratic organizations. The majority of Jewish pharmacists are owners of non-bureaucratic pharmacies. Employees - in both bureaucratic and non-bureaucratic organizations - tend to be less affiliated with a religion than are owners(NB) or managers(B). This latter observation might again be due to the effect of an intervening variable - perhaps age.

TABLE 4-5
RELATING THE FOUR MAJOR GROUPS TO ACTIVITY IN THE CHURCH
(PERCENTAGES)

Church Activity	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Yes, Active	41.6(32)	32.8(19)	26.8(26)	23.9(16)
No, Not Active	54.5(42)	67.2(39)	67.0(65)	74.6(50)
No Answer	3.9(3)	-	6.2(6)	1.5(1)
Total	100(77)	100(58)	100(97)	100(67)

Table 4-5 reports the four major groups, showing whether or not they are active church members.

Table 4-5 shows owners(NB) as being the most active church members of the four role groups. Employees are less active church members than either owners or managers.

5. Father's Occupation

Father's occupation was examined in Chapter three through contingency table analysis and found to have no significant relationship with right-wing extremism score. Table 4-6 below reports the relationship between father's occupation and the four major role groups.

TABLE 4-6
RELATING FATHER'S OCCUPATION TO FOUR MAJOR GROUPS
(PERCENTAGES)

Father's Occupation	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Professional	20.8(16)	8.6(5)	15.5(15)	17.9(12)
White Collar	37.7(29)	24.1(14)	30.9(30)	34.3(23)
Blue Collar	9.1(7)	32.7(19)	25.7(25)	18.0(12)
Farmer	29.9(23)	31.0(18)	24.7(24)	19.4(13)
Other	2.6(2)	3.4(2)	3.1(3)	10.5(7)
Total	100(77)	100(58)	100(97)	100(67)

Table 4-6 shows that managers of bureaucratic organizations tend to have come from homes where the father was either a blue collar worker, farmer, or white collar worker. On the other hand, owners of non-bureaucratic organizations tend to have come from homes where the father was a white collar worker, professional, or farmer. A farm background is about equal for these two groups, likely because, since farming is a major Alberta industry, a farm background is common for many Albertans. Eliminating the common farm background, owners were much more likely to have a white collar or professional background and managers were more likely to have a blue collar background.

There is little difference between the two employee groups but the small differences that do exist appear to be precisely the opposite of the backgrounds of their respective bosses - owners and managers.

6. Size of Home Community

Size of home community was examined in Chapter three through contingency tables and found to have no significant relationship to right-wing extremism score. The relationship between size of home community and the four major groups appears below in Table 4-7. Home community refers to the community where the respondent grew up.

TABLE 4-7
RELATIONSHIP BETWEEN HOME COMMUNITY AND FOUR MAJOR GROUPS
(PERCENTAGES)

Home Community	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Farm or Village	35.1(27)	32.7(19)	27.8(27)	23.9(16)
Town	24.7(19)	27.6(16)	26.8(26)	20.9(14)
Small City	5.2(4)	6.9(4)	9.3(9)	10.4(7)
City	35.1(27)	32.8(19)	36.1(35)	44.8(30)
Total	100(77)	100(58)	100(97)	100(67)

The data in Table 4-7 does not show any clear patterns. It should be noted that many of the respondents who appear in the "city" category might have interpreted the question to request size of present home community, instead of the intended size of the home community where the respondent grew up.

7. Federal Voting Patterns

Federal voting patterns were tabulated in Table 4-8 as a cross-reference to the right-wing extremism scale. It is expected that Conservative and Social Credit supporters will tend to fall into the upper quartiles in the right-wing extremism scale while Liberal and NDP supporters will fall into the lower quartiles.

Table 4-8 reports directional support for the

TABLE 4-8
FEDERAL VOTING PATTERNS AND RIGHT-WING EXTREMISM SCORE
(PERCENTAGES)

Score	Social Credit	Conservative	Liberal	NDP	No Answer
Quartiles					
Lower	-	21.2(21)	25.0(28)	36.4(4)	25.7(18)
Second	14.3(1)	20.2(20)	26.8(30)	18.2(2)	22.9(16)
Third	42.9(3)	27.3(27)	24.1(27)	18.2(2)	15.7(11)
Upper	42.9(3)	31.3(31)	24.1(27)	27.3(3)	35.7(25)
Total	100(7)	100(99)	100(112)	100(11)	100(70)
CHI SQUARE = 19.79 with 15 degrees of freedom. Not significant at the 0.05 level of significance					

expectation that supporters of the more conservative parties (Conservative and Social Credit) fall in the upper quartiles. Numbers of responses in the Social Credit and NDP categories are small and should be interpreted accordingly. The statistics are not significant at the 0.05 level of significance.

Table 4-9 shows the relationship between the four major groups and federal voting patterns.

Table 4-9 shows the owners and managers giving disproportionate support to the federal Conservative and Social Credit parties (although the total support for the Social Credit party is very low due to the relative weakness of the party at the federal level). Both categories

TABLE 4-9
RELATING FEDERAL VOTING PATTERNS TO FOUR MAJOR GROUPS
(PERCENTAGES)

Voting Pattern	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Social Credit	2.6(2)	3.4(2)	2.1(2)	1.5(1)
Conservative	32.5(25)	46.6(27)	33.0(32)	22.4(15)
Liberal	32.5(25)	24.1(14)	42.3(41)	46.3(31)
NDP	1.3(1)	1.7(1)	4.1(4)	7.5(5)
No Answer	31.2(24)	24.1(14)	18.6(18)	22.4(15)
Total	100(77)	100(58)	100(97)	100(67)

CHI SQUARE = 19.02 with 15 degrees of freedom. Not sig-
nificant at the 0.05 level of significance

of employees showed disproportionate support for Liberal and NDP parties at the federal level. The statistics are not significant at the 0.05 level of significance.

8. Provincial Voting Patterns

Provincial voting patterns were examined as a cross reference for the right-wing extremism scale. As with federal voting patterns, it is expected that supporters of the Social Credit and Conservative parties will tend to be over-represented in the upper quartiles of our right-wing extremism scale while supporters of the Liberal and NDP parties will tend to be over-represented in the

lower quartiles of the scale. Table 4-10 reports the results.

TABLE 4-10
PROVINCIAL VOTING PATTERNS RELATED TO RIGHT-WING EXTREMISM
SCORE (PERCENTAGES)

Score	Social Credit	Conservative	Liberal	NDP	No Answer
Quartiles					
Lower	18.7(17)	24.7(18)	18.0(9)	50.0(6)	28.8(21)
Second	23.1(21)	26.0(19)	16.0(8)	16.7(2)	26.1(19)
Third	24.2(22)	26.0(19)	30.0(15)	16.7(2)	16.3(12)
Upper	34.1(31)	23.3(17)	36.0(18)	16.7(2)	28.8(21)
Total	100(91)	100(73)	100(50)	100(12)	100(73)
CHI SQUARE = 21.49 with 15 degrees of freedom. Not significant at the 0.05 level of significance					

As seen in Table 4-10, Social Credit supporters are over-represented in the upper quartile of the right-wing extremism scale. NDP support is over-represented in the lower quartile, however numbers of responses is very low due to the relative weakness of the NDP party at the provincial level. Conservative support is very evenly divided in the four quartiles. Liberal support is over-represented in the upper quartile. The statistics are not significant at the 0.05 level of significance.

Table 4-11 shows provincial voting patterns

TABLE 4-11
PROVINCIAL VOTING PATTERNS RELATED TO FOUR MAJOR GROUPS
(PERCENTAGES)

Voting Pattern	Owners (NB)	Managers (B)	Employees (NB)	Employees (B)
Social Credit	29.9(23)	34.5(20)	29.9(29)	28.4(19)
Conservative	18.2(14)	29.3(17)	25.8(25)	23.9(16)
Liberal	20.8(16)	12.1(7)	17.5(17)	16.4(11)
NDP	1.3(1)	1.7(1)	4.1(4)	9.0(6)
No Answer	29.9(23)	22.4(13)	22.7(22)	22.4(15)
Total	100(77)	100(58)	100(97)	100(67)
CHI SQUARE = 12.05 with 15 degrees of freedom. Not significant at the 0.05 level of significance				

related to the four major organizational role groups.

As seen in Table 4-11, the provincial Social Credit and Conservative parties receive a higher percentage support from managers of bureaucratic organizations than from the other three organizational role groups. The NDP party received higher percentage support from the two employee groups than from the owner or manager groups. The provincial Liberal party received its highest percentage support from the owners of non-bureaucratic organizations. The data are not significant at the 0.05 level of significance.

II CONCLUSION TO CHAPTER FOUR

This chapter has presented a demographic profile of Edmonton pharmacists - owners(NB), managers(B), employees (NB), and employees(B). From the preceding tables, a composite picture of the typical pharmacist in each of the four role groups can be assembled.

The typical owner of a non-bureaucratic pharmacy is likely to have a Bachelor of Science in Pharmacy, is probably protestant (excluding Orthodox and Fundamentalist) with a 40% chance of being an active church member. His father was likely a white collar or professional worker or perhaps a farmer, and he proabaly grew up in a small town or village. He tends to vote Conservative, federally, and Social Credit provincially.

The managers of bureaucratic organizations also tend to have University degrees but to a greater extent than do the owners of non-bureaucratic organizations. Managers are more likely to be protestant (excluding Orthodox and Fundamentalist) and less likely to be Catholic than owners, and managers are less active church members than owners. Managers' fathers tend to be blue collar workers or farmers and managers, like owners, tend to have grown up in a small town or village. Like owners, managers tend to vote Conservative federally, and Social Credit provincially but managers do so to a greater extent than

owners.

Employees in both types of organizations tend to have more formal education (Bachelors of Science) than either owners or managers. Employees in bureaucratic organizations tend to be protestant (excluding Orthodox and Fundamentalist) to a greater extent than their counterparts in non-bureaucratic business. The latter have a higher percentage of Orthodox and Fundamentalists than the former. Both employee groups tend to be not active church members. Both groups tend to have grown up in a small town or village (but to a lesser extent than owners or managers) and the father's of pharmacists in both groups is likely a white collar worker. Employees tend to vote Liberal in federal elections and support about equally, the Conservative and Social Credit parties in provincial elections.

In Chapter four we have noted some differences in the profiles of our four role groups. These differences may or may not have some effects on an individuals' political attitudes but if there were such effects, this study was not able to distinguish them to any reasonable degree of significance.

CHAPTER FIVE

CONCLUSION

I DISCUSSION

This study set out to determine if empirical evidence in Canada could be demonstrated in support of literature describing a relationship between small businessmen and right-wing extremist tendencies. At the outset, as many socio-economic variables as possible were held constant through the use of stratified sampling technique. Among the variables held constant by the sample were education, training, professional role, and socio-economic status because the sample group had a common profession, city of employment, and city of residence. With these variables held relatively constant, the independent effects of organizational role and organizational structure were observed on respondents' right-wing extremist tendencies.

When organizational structure as an independent variable was considered, no significant difference was observed between the right-wing extremist tendencies of the respondents who worked for bureaucratic organizations, and the respondents who worked for non-bureaucratic organizations. There was, however, a directional difference with pharmacists in non-bureaucratic organizations showing greater right-wing extremist tendency. This directional

observation supports the literature reviewed.

When organizational role as an independent variable was considered, no significant difference was observed between the right-wing extremist tendencies of any of the role groups considered : Owners of small business, employees of small business, managers of bureaucratic organizations, and employees of bureaucratic organizations. There was, however, a directional difference with, in terms of right-wing extremist tendencies, :

Owners(NB) > Managers(B) > Employees(NB) > Employees(B)

This directional observation supports the literature reviewed.

The fact, however, that this study was unable to measure a significant relationship between the two independent variables - organizational role and organizational structure - and the dependent variable-right-wing extremist tendencies, casts some doubt on the universal applicability of the theory that small business owners are more susceptible to right-wing appeals than are individuals who work for large bureaucratic organizations. The empirical evidence in this study to some extent is contradictory to the empirical evidence presented by Lipset, Trow and Nolan and Schneck. A few possible explanations for the apparent discrepancy are offered below.

In questioning the arguments of several of the authors cited in Chapter one, Rogers and Berg explain that

the evidence is not clear as to whether or not opportunities for small businessmen have declined in recent years. They suggest that formal or informal ties with large bureaucratic organizations may be beneficial for small firms in that economic stability may be achieved by small firms in such arrangements. Rogers and Berg also question whether or not the increase in big business industrialism has decreased the mobility of the small businessman. They suggest that "The small businessman of today may be dependent on the corporation which controls so much of his daily entrepreneurial activities. His definition of the situation, however, may be one which represents an accommodation to a system he would never think of overturning."¹ Such accommodation may lessen susceptibility to right-wing extremist appeals.

A second possible explanation for the discrepancy between the results of this study and the literature reviewed is the fact that the sample examined in this study consisted entirely of professionals. Professionals share a strong identification with their profession and such association may decrease or negate the effects of organizational structure and role on attitudes, beliefs, and perceptions.

A third possible explanation is that the evidence cited by Lipset of studies in Germany, France, Italy and Austria and by Trow of studies in the United States is

not replicable in Canada. Perhaps Canadian value systems are significantly different from the value systems in the aforementioned countries.

A reasonable conclusion from the evidence reported in this study is that the applicability of the theory presented in Chapter one to the particular sample group studied here can neither be affirmed nor denied. Further research on the topic needs to be undertaken on the same professional group in other Canadian locales and on other professional groups in Canada.

In examining the relationship between the independent variables and the dependent variable : right-wing extremist tendencies, it became apparent that three intervening variables were having an effect on the relationship. Age, ethnic origin, and sex all had significant relationships with both the independent and dependent variables. For the three respective intervening variables, the factors that were having the greatest effect in support of this study's hypotheses were : 21 to 29 age group, central and east European ethnicity, and female sex. When these three factors were controlled in analysis of variance tests, the relationship between the independent and dependent variable improved to the point of significance at the 0.05 level of significance for some of the pairs of means. The importance of age, ethnicity, and sex as extraneous variables in the relationship was conceded.

II CONSIDERATIONS FOR FUTURE STUDY

In examining the data, although membership in an employee association was found not to have a significant effect on the hypothesized relationship, it was found that membership did have a relationship to right-wing extremist tendencies. The observation, that pharmacists who belonged to an employee association were less susceptible to right-wing extremist tendencies than pharmacists who were eligible to join the employee association but did not, was significant at the 0.09 level of significance. The observation becomes significant at the 0.05 level of significance when employees only are considered. Although further study of this variable - employee association - was not considered to be within the scope of this paper, it was felt that the relationship and the variable warrant further research. Of particular relevance is the question of whether membership in the employee association is pre-determined by attitudes pharmacists have prior to joining the association, or whether the association plays an integral part of shaping pharmacists members' attitudes.

A second area that warrants further study is the list of variables that were held constant in this paper : education, training, professional role, and socio-economic status. Although holding these variables constant was considered a positive factor in this paper, in an expanded

context it would be considered a negative factor, in that by holding the factors constant, their true relationship to the data is not observable.

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APPENDIX A
QUESTIONNAIRE

PART I
DIRECTIONS

READ EACH ITEM CAREFULLY AND UNDERLINE THE PHRASE THAT BEST EXPRESSES YOUR FEELING ABOUT THE STATEMENT. WORK RAPIDLY. BE SURE TO ANSWER EVERY ITEM. DO NOT PLACE YOUR NAME ON THIS QUESTIONNAIRE. IT IS CONFIDENTIAL AND ANONYMOUS.

1. WHAT DO YOU FEEL ABOUT INCREASING TAXES TO PROVIDE
IMPROVED CITY SERVICES?

Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

2. WHAT DO YOU FEEL ABOUT SPENDING MORE MONEY ON SPECIAL
EDUCATION?

Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

3. WHAT DO YOU FEEL ABOUT INCREASING TAXES TO PROVIDE
PUBLIC KINDERGARTENS?

Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

4. WHAT DO YOU FEEL ABOUT ANNEXATION TO THE CITY OF
SUBURBAN AREAS?

Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

5. WHAT DO YOU FEEL ABOUT URBAN RENEWAL?

Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

6. THE URBAN RENEWAL PROGRAM IS ONE OF THE WORST "TAX AND SPEND" ENTERPRISES YET DEvised BY GOVERNMENT PLANNERS?
Strongly Agree Agree Undecided Disagree Strongly Disagree
7. THE URBAN RENEWAL PROGRAM REPRESENTS INTERFERENCE AND REGIMENTATION BY GOVERNMENT.
Strongly Agree Agree Undecided Disagree Strongly Disagree
8. IN URBAN RENEWAL PROGRAMS, THE FEDERAL GOVERNMENT HELPS THE LOCAL COMMUNITY.
Strongly Agree Agree Undecided Disagree Strongly Disagree
9. URBAN RENEWAL IS A MUCH NEEDED PROGRAM FOR COMMUNITY BETTERMENT AND DEVELOPMENT.
Strongly Agree Agree Undecided Disagree Strongly Disagree
10. THE URBAN RENEWAL PROGRAM WILL MAKE THE COMMUNITY A BETTER PLACE IN WHICH TO LIVE.
Strongly Agree Agree Undecided Disagree Strongly Disagree
11. THE PUBLIC SCHOOLS ARE NOT TEACHING THE FUNDAMENTALS AS WELL AS THEY USED TO.
Strongly Agree Agree Undecided Disagree Strongly Disagree
12. NOWADAYS CHILDREN GET PAMPERED TOO MUCH IN THE PUBLIC SCHOOLS
Strongly Agree Agree Undecided Disagree Strongly Disagree

13. THERE IS TOO MUCH EMPHASIS ON CO-OPERATION IN OUR
PUBLIC SCHOOLS AND NOT ENOUGH EMPHASIS ON COMPETITION
Strongly Agree Agree Undecided Disagree Strongly Disagree
14. PUBLIC SCHOOLS CHANGE TOO MANY CHILDREN AWAY FROM
THEIR PARENTS' IDEAS
Strongly Agree Agree Undecided Disagree Strongly Disagree
15. THE GOVERNMENT IN OTTAWA SHOULD STAY OUT OF THE
QUESTION OF WHETHER WHITE AND INDIAN CHILDREN GO TO
THE SAME SCHOOL
Strongly Agree Agree Undecided Disagree Strongly Disagree
16. THE INDIANS ARE NOT GETTING FAIR TREATMENT IN JOBS AND
HOUSING, THE GOVERNMENT IN OTTAWA SHOULD SEE TO IT
THAT THEY DO
Strongly Agree Agree Undecided Disagree Strongly Disagree
17. POLITICIANS SPEND MOST OF THEIR TIME GETTING RE-ELECTED
OR RE-APPOINTED
Strongly Agree Agree Undecided Disagree Strongly Disagree
18. PEOPLE ARE VERY FREQUENTLY MANIPULATED BY POLITICIANS
Strongly agree Agree Undecided Disagree Strongly Disagree

19. MOST POLITICIAN IN THE COMMUNITY ARE PROBABLY MORE
INTERESTED IN GETTING KNOWN THAN IN SERVING THE NEEDS
OF THEIR CONSTITUENTS
Strongly Agree Agree Undecided Disagree Strongly Disagree
20. THE GOVERNMENT OUGHT TO HELP PEOPLE GET DOCTORS AND
HOSPITAL CARE AT LOW COST
Strongly Agree Agree Undecided Disagree Strongly Disagree
21. WHAT DO YOU FEEL ABOUT LABOR UNIONS IN ALBERTA?
Strongly Approve Approve Undecided Disapprove Strongly
Disapprove
22. WHAT DO YOU FEEL ABOUT PUBLIC HOUSING?
Strongly Approve Approve Undecided Disapprove Strongly
Disapprove
23. WHAT DO YOU FEEL ABOUT CITY-OWNED PARKING LOTS?
Strongly Approve Approve Undecided Disapprove Strongly
Disapprove
24. A MUNICIPAL POWER SYSTEM IS A FORM OF SOCIALISM
Strongly Agree Agree Undecided Disagree Strongly Disagree
25. THE FEDERAL PROGRAM OF REGIONAL SUBSIDIES IS ONE OF
THE BEST POSSIBLE SOLUTIONS TO A REGION'S ECONOMIC
PROBLEMS
Strongly Agree Agree Undecided Disagree Strongly Disagree

26. THE GOVERNMENT SHOULD LEAVE THINGS LIKE ELECTRIC POWER
AND HOUSING FOR PRIVATE BUSINESSMEN TO HANDLE
Strongly Agree Agree Undecided Disagree Strongly Disagree
27. THE GOVERNMENT IN OTTAWA OUGHT TO SEE TO IT THAT
EVERYBODY WHO WANTS TO WORK CAN FIND A JOB
Strongly Agree Agree Undecided Disagree Strongly Disagree
28. IF CITIES AND TOWNS AROUND THE COUNTRY NEED HELP TO
BUILD MORE SCHOOLS, THE GOVERNMENT IN OTTAWA OUGHT TO
GIVE THEM THE MONEY THEY NEED
Strongly Agree Agree Undecided Disagree Strongly Disagree
29. WHAT DO YOU FEEL ABOUT FLUORIDATION OF THE COMMUNITY'S
WATER SUPPLY?
Strongly Approve Approve Undecided Disapprove Strongly
Disapprove

YOU HAVE NOW COMPLETED PART I. PLEASE GO ON TO PART
II. PART II IS A REQUEST FOR GENERAL INFORMATION. ALL
RESPONSES REMAIN ANONYMOUS AND CONFIDENTIAL

PART II

GENERAL INFORMATION

1. TYPE OF DRUG OUTLET

a) Bureaucratic _____ b) Non-bureaucratic _____

ORGANIZATIONAL ROLE

a) Manager _____ b) Owner _____ c) Employee _____

2. AGENCIES

Rexall _____ IDA _____ ARP _____ None _____

3. AGE OF RESPONDENT

a) 21-29 _____

b) 30-39 _____

c) 40-49 _____

d) 50-59 _____

e) 60-80 _____

4. EDUCATION

a) B, Sc. _____ b) Diploma _____

5. RELIGION

a) To which religious denomination do you belong?

b) Would you consider yourself an active church member?

Yes _____ No _____

6. FATHER'S OCCUPATION

a) What was or is your father's occupation? _____

7. ETHNIC BACKGROUND

a) What is your ethnic background? _____

8. SIZE OF HOME COMMUNITY

a) What was the approximate population of the city/
town in which you spent most of your childhood?

9. NATIONAL VOTING PATTERNS

Generally speaking, what party do you usually vote
for in national elections?

a) Conservative _____

b) Liberal _____

c) NDP _____

d) Social Credit _____

e) No preference _____

10. PROVINCIAL VOTING PATTERNS

Generally speaking, what party do you usually vote
for in provincial elections?

a) Conservative _____

b) Liberal _____

c) NDP _____

d) Social Credit _____

e) No preference _____

11. EDEPA

Are you a member of Edmonton District Employee
Pharmacists Association?

Yes _____ No _____

12. SEX

Male _____ Female _____

13. ESTIMATED GROSS SALES

APPENDIX B

TABLES RELATING POSSIBLE INTERVENING VARIABLES TO RIGHT-WING
EXTREMISM SCORE

As discussed in Chapter Three, section 4, six variables were considered as having possible intervening effects on the organizational role/right-wing extremism relationship. All were tested and were found to not have significant effects at the 0.05 level of significance. Tables presenting the data are shown below in this appendix.

TABLE B-1
RELATING EDUCATION TO SCORE ON RIGHT-WING EXTREMISM SCALE
(PERCENTAGES)

Score	Education	
	Diploma	B.Sc.
Quartiles		
Lower	11.4(4)	25.4(67)
Second	20.0(7)	23.5(62)
Third	28.6(10)	22.7(60)
Upper	40.0(14)	28.4(75)
Total	100 (35)	100 (264)
CHI SQUARE = 4.54 with 3 degrees of freedom. Not significant at the 0.05 level of significance		

TABLE B-2

RELATING RELIGION TO RIGHT-WING EXTREMISM SCORE (PERCENTAGES)

SCORE	RELIGION				
	Protestant	Orthodox	Fundamentalist	Catholic	None Other
Quartiles					
Lower	25.4(36)	22.2(6)	13.6(3)	20.6(13)	29.4(5) 28.6(8)
Second	26.8(38)	22.2(6)	22.7(5)	17.5(11)	11.8(2) 25.0(7)
Thirđ	21.8(31)	25.9(7)	13.6(3)	28.6(18)	35.3(6) 17.8(5)
Upper	26.1(37)	29.6(8)	50.0(11)	33.3(21)	23.5(4) 28.6(8)
Total 100(142) 100(27) 100(22) 100(63) 100(17) 100(28)					
CHI SQUARE = 28.68 with 24 degrees of freedom. Not significant at the 0.05 level of significance					

Note: Protestant includes - protestant(unspecified),United, Anglican and Presbyterian
Orthodox includes - Greek Orthodox, Russian Orthodox, and Ukrainian Orthodox
Fundamentalist include - Baptist, Lutheran, Nazarene, Pentecostal, Brethren, and C.M. Alliance
Catholic includes - Roman Catholic, Greek Catholic
No religion includes - No religion, Agnostic, Atheist
Other includes - No answer, Jewish, Sikh.

TABLE B-3
RELATING CHURCH ACTIVITY TO RIGHT-WING EXTREMISM SCORE
(PERCENTAGES)

Score	Church Activity	
	Active member	Non-active member
Quartile		
Lower	17.0(16)	25.6(50)
Second	23.4(22)	24.1(47)
Third	20.2(19)	24.6(48)
Upper	39.4(37)	25.6(50)
Total	100 (94)	100 (195)
CHI SQUARE = 12.45 with 6 degrees of freedom. Not significant at the 0.05 level of significance		

TABLE B-4
RELATING FATHER'S OCCUPATION TO RIGHT-WING EXTREMISM SCORE
(PERCENTAGES)

Score	Occupation			
	Professional	Blue Collar	White Collar	Other
Quartiles				
Lower	14.6(7)	28.6(18)	27.8(27)	20.9(19)
Second	14.6(7)	19.0(12)	25.8(25)	27.5(25)
Third	33.3(16)	27.0(17)	22.7(22)	16.5(15)
Upper	37.5(18)	25.4(16)	23.7(23)	35.1(32)
Total	100 (48)	100(63)	100 (97)	100 (91)
CHI SQUARE = 33.54 with 30 degrees of freedom. Not significant at the 0.05 level of significance				

Note:

- Professional includes - Professional, technical & kindred workers
- Blue Collar includes - Craftsmen, foremen, operatives, service workers
- White Collar includes - Managers, officials, clerical, proprietors, sales workers
- Other includes - Farmers, retired, deceased, no answer

TABLE B-5
RELATING SIZE OF HOME COMMUNITY TO RIGHT-WING EXTREMISM
SCORE (PERCENTAGES)

Score	Size of Community			
	Village	Town	Small City	City
Quartiles				
Lower	17.2(15)	30.7(23)	25.0(6)	24.1(27)
Second	27.3(24)	20.0(15)	25.0(6)	21.4(24)
Third	18.0(16)	25.3(19)	20.8(5)	26.8(30)
Upper	37.5(33)	24.0(18)	29.2(7)	27.7(31)
Total	100 (88)	100 (75)	100 (24)	100 (112)
CHI SQUARE = 15.39 with 15 degrees of freedom. Not significant at the 0.05 level of significance				

Note:

Village includes - farm; population 0 to 999

Town includes - population 1,000 to 9,999

Small City includes - population 10,000 to 99,999

City includes - population 100,000 and over

TABLE B-6
RELATING MEMBERSHIP IN AN EMPLOYEE ASSOCIATION TO RIGHT-WING
EXTREMISM SCORE (PERCENTAGES)

Score	Membership	
	Member	Non-member
Quartiles		
Lower	30.1(25)	21.4(46)
Second	22.9(19)	23.3(50)
Third	22.9(19)	23.7(51)
Upper	24.1(20)	31.6(69)
Total	100 (83)	100 (215)

CHI SQUARE = 5.45 with 6 degrees of freedom. Not sig-
nificant at the 0.05 level of significance

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